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STUDY OF NAVY RECRUITING SIMULATION TOOL

by

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March 2010

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STUDY OF NAVY RECRUITING SIMULATION TOOL

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Submitted in partial fulfillment of the
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ABSTRACT

This study examines the knowledge, views, and experiences of Navy recruiters and recruiting supervisors regarding the Navy Recruiting Simulation Tool (NRST). Also known as SIMmersion, NRST is an interactive, role-playing program designed to boost a recruiter's confidence and skills by providing supplementary sales training beyond the classroom. The primary source of information is an online survey distributed in January 2010 to 5,139 Navy recruiters and recruiting supervisors. A total of 1,058 persons (21 percent) responded to the survey. The results of the survey show that 58 percent of Navy recruiters never use NRST; further, four out five feel that NRST has no positive impact on their confidence, sales skills, productivity, or time management. Additionally, fewer than one in four Navy recruiters rated NRST favorably on its usability. The responses of Recruiting supervisors were very similar to those of Navy recruiters. These results suggest that NRST has not been adequately presented to Navy recruiters and recruiting supervisors, who are generally unfamiliar with its potential benefits. Negative views on usability are influenced largely by the program's lack of compatibility with existing platforms. Recommendations are offered to increase the awareness, understanding, and use of NRST.

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LIST OF ACRONYMS AND ABBREVIATIONS

ACR	Assistant Chief Recruiters
CR	Chief Recruiters
ENRO	Enlisted Navy Recruiter Orientation
IRB	Institutional Review Board
NPS	Naval Postgraduate School
NMCI	Navy and Marine Corps Internet
NRD	Navy Recruiting District
NORU	Navy Recruiting Orientation Unit
NRST	Navy Recruiting Simulation Tool
PSS	Professional Sales Skills
RINC	Recruiter-in-Charge
RQB	Recruiter Qualification Board
ZS	Zone Supervisors

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I. INTRODUCTION AND BACKGROUND

A. BACKGROUND

Navy Recruiters and Navy Recruiting Command (NRC) are the gateways to enlistment in the United States Navy. Since the end of the draft and beginning of the All-Volunteer Force in 1973, NRC's mission has been to "recruit the best and brightest young men and women to serve" (NRC Public Affairs Office, 2009) in various job fields and environments within the Navy. Although NRC's mission includes recruiting both officers and enlisted personnel, recruiting young men and women for the enlisted ranks is by far the largest portion of that mission. In Fiscal Year 2009, NRC recruited 35,527 young people for active-duty service and another 7,793 for reserve duty. Combined, these new enlistees comprise over 92 percent of NRC's entire recruiting goal.

Similar to other services, the Navy employs enlisted personnel as recruiters to meet their recruiting mission. Enlisted personnel assigned to recruiting duty are junior sailors (pay grades E-4 to E-6), typically with five or more years of Navy experience. The sailors are reassigned from their chosen career field and re-trained as recruiters. They serve in that capacity for a three-year period. This approach allows experienced and motivated sailors to share their enthusiasm, commitment, and knowledge of the Navy with young people exploring enlistment. The re-trained sailors are then stationed throughout the United States. Often, these new recruiters are placed in small, remote towns and communities, requiring them to act as the sole face and expert voice of the Navy.

All prospective recruiters are trained at the Navy Recruiting Orientation Unit (NORU), in Pensacola, FL. NORU enrolls approximately 1,300 enlisted personnel each year for five weeks of Enlisted Navy Recruiting Orientation (ENRO). During this training, students are exposed to a variety of subjects, such as sales training, "prospecting" for recruits, familiarization with recruiting documents, ethics, public speaking, the Delayed Entry Program (DEP), as well as other subjects.

The first two weeks of the ENRO class focus on sales training, otherwise known as Professional Selling Skills (PSS). In addition to the initial two weeks of in-class sales instruction, students complete nightly homework corresponding to the topic of the day, engage in sales role-playing, and participated in mock phone sales presentations. After the students graduate from ENRO and return to their recruiting command, they receive informal, periodic group and individual sales training, mostly in the form of role-playing, conducted by a frontline supervisor, usually the Recruiter-in-Charge (RINC) or Zone Supervisor in accordance with the COMNAVCRUITCOMINST 1130.8H—VOLUME I, Chapter 6.

B. SALES TRAINING

NRC has used off the shelf sales training to develop its sales training program for Navy recruiters since 1973. The sales training programs, purchased by NRC, are similar to those used by Fortune 500 Companies, other U.S. military recruiting commands, various companies, and universities worldwide.

One of the earliest programs used to teach sales techniques to Navy recruiters was the Lee DuBois sales training platform. This training revolved around the concept of teaching recruiters to develop skills where “selling becomes natural, not forced” (Lee DuBois Technologies, 2008, p. 3). Recruiters used mnemonic devices to memorize sales methodology and the steps of selling. Memorizing sales scripts and engaging in monitored practice or role-playing reinforced the classroom training.

In 2001, NRC collaborated with Achieve Global (international company providing leadership training, sales training and customer service training) to revamp its sales training curriculum. Achieve Global modified its Professions Selling Skills (PSS) framework to meet the specific needs and challenges of a military sales force. Through this partnership, an entire Navy Recruiting-centric sales training platform was developed to train new recruiters, enhance the skills of seasoned recruiters, develop supervisors into sales coaches, and qualify senior personnel as PSS trainers in the field and at the schoolhouse. The concept of a sales format, enhanced and reinforced by role-play is the cornerstone of this program (Achieve Global Inc., 2005).

In 2008, NORU added a new training tool to its ENRO PSS training platform. This new training device, Navy Recruiting Simulation Tool (NRST—more commonly known to recruiters as Simmersion—is a computer-based, interactive role-playing program. It is designed enhance a recruiter’s sales skills by providing continuing training beyond the formal classroom. According to NRC, “NRST provides realistic recruiter training exercises by generating random recruiting scenarios with simulated ‘Applicants’ that may or may not be qualified to enlist in the Navy” (Navy Recruiting Command, 2009, p. 1). These training exercises were developed to build recruiters’ confidence, hone blueprinting skills, enhance communication skills, and help recruiters use their time most effectively. Prior to NRST, recruiters had no formal, follow-on sales training after ENRO. Historically, continued sales training was inconsistent and sporadic at best after recruiters graduated from ENRO. NRC hired SIMmersion, LLC in FY 2008 to develop NRST/SIMmersion.

The purchase price for the simulation program was \$850,000. The product itself was delivered to NRC on a series of DVDs with “an unlimited license to copy and disperse among CNRC as required” (Commander Navy Recruiting Command, 2009). As stated in the NRST Business Needs Document (2008), no additional maintenance cost is associated with using the program; however, “any changes made to the application after delivery from SIMmersion LLC Immersive Simulations will result in an entire reissue” (Commander Navy Recruiting Command, 2009).

The initial deployment and use of NRST/SIMmersion was through a CD-ROM application. However, the program was discovered to be incompatible with computers on the Navy Marine Corps Internet (NMCI) system. According to the NRST Business Needs Document (2008), the cost of aligning the simulation program with NMCI was estimated at approximately \$8,432. In August 2009, NRST/SIMmersion achieved compatibly status with NMCI, and the program became accessible to a great number of recruiters (J. Mouser, personal communication, January 11, 2010).

First developed in 1997 for use by other federal agencies, NRST/SIMmersion uses life-like characters to produce situational interactions similar to on-the-job experiences. As the developer states, the tool was created by “professionals from the

fields of script writing, video direction, psychology, and adult education” to “create immersive, unparalleled learning environments that are both mentally engaging and emotionally absorbing” (SIMmersion LLC, 2009, p. 2). The Federal Bureau of Investigation, the U.S. Drug Enforcement Administration, the U.S. Department of the Army., and the U.S. Marine Corps also use this technology (SIMmersion LLC, 2009).

C. PURPOSE

Interactive learning systems (training games or simulations) have grown in popularity in recent years. As Blanchard and Thacker (1999) write, these systems allow for a reproduction or simulation of “...processes, events and circumstances that occur in the trainee’s job. Trainees can thus experience these events in a controlled setting where they can develop their skills or discover concepts that will improve their performance” (p. 293). Human capital theory suggests that employees who are better trained are more confident and tend to perform better on the job than do those who are less trained and thus less confident. This is especially true in situations where an employee works independently with minimal oversight, as many Navy recruiters do. The purpose of this thesis is to explore whether Navy recruiters are using NRST and to gauge their impressions of its effectiveness as a recruiting tool.

The evaluation of training programs should be a regular part of every training process. As Slotte and Herbert (2008) point out, “Far too often organizations invest in technology-supported methods without evaluating their results. By learning from the user experiences, we can better develop course design and delivery modes that motivate employees to develop the competences they need at work” (p. 165). By encouraging the evaluation of training programs and curricula, educators and supervisors allow for a renewal of ideas, plans and processes that will enhance the student’s learning and determine whether the program is meeting its stated needs and objectives. However, many educators, instructors, and managers fear these evaluations and see them as a reflection upon themselves and their abilities.

D. SCOPE AND METHODOLOGY

It should be emphasized that this study is exploratory. No previous research could be found that has evaluated systematically the use of NRST/SIMmersion by Navy recruiters. Consequently, a starting point for evaluating the use and effectiveness of the recruiting tool should be with recruiters themselves. Do Navy recruiters use NRST/SIMmersion? If not, why not, if so, how often do they use it, and what are their experiences? Do they find NRST/SIMmersion effective? Do they experience any problems? Only by asking recruiters themselves, can we begin to understand existing or emerging issues, start to build a foundation of knowledge, and help to set a course for future research. This is the nature of exploratory research; it is necessarily limited as a first step toward providing insight, revealing possible problems, and enlightening those who follow.

A familiar method used to evaluate whether a training program meets its objective is the Kirkpatrick Evaluation Framework (Kirkpatrick & Kirkpatrick, 2005). This evaluation system is based on four different outcomes: reaction, learning, behavior, and organizational results. As Blanchard and Thacker (1999) observe, “Reaction outcomes are measures of the trainee’s perception, emotions and subjective evaluations of the training experience. This is the first level of the evaluation, because favorable reactions are important in creating motivation to learn. Thus, reactions set a kind of upper limit in how much the trainee will learn” (p. 229). “Once trainee attitudes are known, steps can be taken to change the beliefs, either through a socialization process or a change in the training itself” (Blanchard & Thacker, 1999, p. 230). The research for this thesis is comprised primarily of these “reaction outcomes,” gathered through internet surveys of enlisted production recruiters and their supervisors in January 2010. At the same time, the information gained from the surveys should help to shed some light on the learning, behavior, and organizational results achieved from this program.

E. ORGANIZATION OF STUDY

This thesis is divided into six chapters. Chapter II is a literature review of previous studies conducted on human memory, role-play, and training through interactive

computer programs. Chapter III describes the methodology employed in the study. The survey results are presented in Chapter IV (recruiters) and Chapter V (supervisors). Chapter VI summarizes the study, presents conclusions, and offers recommendations for further research.

II. LITERATURE REVIEW

A. INTRODUCTION

Navy personnel selected for recruiting duty are sent to Navy Recruiting Orientation Unit (NORU) for recruiter training. Professional Selling Skills (PSS) is the cornerstone of this training program. According the Achieve Global web site, PSS is a program where recruiters “develop the face-to-face selling skills needed to promote an open exchange of information and reach mutually beneficial sales agreements” (Achieve Global, 2009, p. 7). The process of learning selling skills is a combination of classroom training and encoding the material in long-term memory and recall through role-play.

The basic goal of any training program is “the systematic acquisition of skills, rules, concepts or attitudes that result in improved performance in another environment” (Ford & Goldstein, 2002, p. 1). To achieve this goal and ultimately improve performance, the trainee must retain the new information, adapt the old information, and be able to understand how it all relates to the environment. The mechanics of human memory and cognition are therefore important to any study that involves training. This literature review summarizes the fundamental concepts behind the development and adoption of NRST/SIMmersion for recruiter training and sales enhancement in the Navy.

B. HUMAN MEMORY

Memory is obviously an important element of everyday life. Information and skills needed for living and working are stored in a person’s memory. The steps of creating memories are said to involve “...three key processes... encoding (getting information in), storage (maintaining it), and retrieval (getting it out)” (Weiten, 2007, p. 259). As Weiten, (2007) points out, encoding is much the same as creating a word-processed document on a computer: once the information is encoded into the computer’s long-term memory, it must then be stored and maintained for retrieval. Storage can be compared with saving, naming, and placing the newly created document in a certain

folder on the computer. The final step, retrieval or accessing and using the information stored in the memory, is then similar to opening the saved document. This memory process is repeated an untold number of times every day with every person.

Human memory is divided into two types, short-term and long-term memory. Researchers have determined that short-term memory has an average life span of about 30 seconds. In addition to the short life span, psychologist George Miller (1956) discovered that most people are able to recall only about seven (plus or minus two) items of information in their short-term memory. With such a limited capacity of short-term memory, the exact purpose is still an area of debate. Two major schools of thought are the Atkinson and Shiffrin model (1971) and the Braddeley model (2001). The Atkinson and Shiffrin model separates short-term memory into two distinct areas, sensory and short-term memory. Sensory memory filters information that is then passed on to short-term memory, where rehearsal transforms it into long-term memory. The Braddeley model refers to short-term memory as a complex working memory with four distinct areas, which interact to filter information for storage in the long-term memory.

Long-term memory, however, "...can hold information over a lengthy period of time" (Weiten, 2007, p. 267). The goal of learning new skills is to ensure information is successfully transferred from short-term memory to long-term memory for future use. For the purposes of this thesis, the discussion of memory focuses on various transfer methods and tools to aid transfer.

C. COGNITION

Cognition "refers to all of the mental activities involved in receiving information, comprehending it, storing it, retrieving it, and using it" (Ylvisaker, Hibbard, & Feeney, 2006, p. 1). An active process, cognition assists memory creation to filter the beneficial information from the useless information. Additionally, cognition is use to connect similar memories, thoughts, and responses.

D. ENRICHING ENCODING

Remembering basic information, and then processing that information, happens without much effort; however, the process of learning new skills is complex and a more difficult task. Enriching the information during the encoding process helps to improve the storage of that information into the long-term memory. Methods of enriching include active listening, elaboration, mnemonic devices, acronyms and rhymes, visual imagery, and rehearsal (Weiten, 2007).

Active listening requires the student or trainee to pay attention to the material presented. Note taking, rephrasing, and focused attention form the basis of active listening. This method of enriching the encoding process is critical. Without the initial step of active listening, further forms of encoding are highly unlikely. It is important that, during the listening process, "...trainees must be ready to learn the materials to be presented... [and] be motivated to learn the content to be covered in the training program" (Ford & Goldstein, 2002, p. 86). Without a willingness on the part of the student to participate in the learning process actively, the training is invalid.

As Najjar (1996) observes, "Elaboration can be thought of as an encoding process that enriches a stimulus, therefore making it easier to store and retrieve the stimulus" (p. 14). In other words, new information is linked or connected with previously stored information. An example of this would be learning about the intricate details of a topic and relating it to one's own experience to the same topic.

Mnemonic devices, acronyms and rhymes, according to Weiten (2007), "are designed to make abstract material more meaningful" (p. 291). Such memory aids are useful in areas of study, such as music, science, and math, but not in every learning situation. An example of this would be learning a music scale through a simple sentence: Every Good Boy Does Fine (E, G, B, D, and F).

Visual imagery is "the creation of visual images to represent the words to remembered" (Weiten, 2007, p. 262). Visual imagery is also known as dual coding, because a word and a picture are connected and the two codes are attached. This form of

enriched encoding works best when the words are easily linked to a picture, such as cat or dog; however, words without a picture that is easily connected are more difficult to code.

The most effective way to ensure information is enriched for encoding is through rehearsal (Weiten, 2007). Rehearsal refers to repeated practice or review of the information. Several ways are used to rehearse new information, including frequent review of the information, self-testing, doing a task repeatedly, and role-playing situations or events prior to the actual event. While this form of enriched encoding is widely encouraged, students tend to display overconfidence in their abilities after a short rehearsal period. Increasing the rehearsals seems to be most beneficial when overlearning of the skill or information occurs. “When trainees practice a skill beyond the ability simply to do the task,” Blanchard and Thacker (1999) write, “the responses become more automatic and do not require thinking” (p. 205).

E. ROLE-PLAY

Role-play “is a technology for intensifying and accelerating learning” (Blatner, 2009, p. 18). Adapted from psychodrama therapy, Jacob Moreno conceived the original concept and coined the phrase “role-playing” in the 1920s. A psychiatrist and “a pioneer in group therapy,” as Casey (2001) observes, “Moreno suggested that when an individual acts out particular roles or incidents within a group, he or she will explore unconscious patterns, uncomfortable emotions, deep conflicts, and meaningful life themes in the safety of the therapeutic group” (p. 67).

In the late 1940s, business leaders adapted Moreno’s ideas to their training platforms. Using role-play as a training device, employees could act out roles to represent a specific event or situation without the fear of failure. “Role-play is designed primarily to build first person experience in a safe and supportive environment,” According to Mimes (2009, p. 8) in this manner, the trainee is able to practice interactions or procedures prior to an actual work-related situation. Through role-play, novice employees obtain a higher level of skill.

Even prior to coining of the term, role-play, the U.S. military had actively used this method to train its members. From the close-order drill practiced by newly enlisted troops in the Civil War, to tabletop maneuver exercises in World War II, mechanized flight and tank simulators, and, most recently, the first-person shooter games, such as *America's Army*, the military has an extensive history of using this training tool. Role-play in the military creates a safe learning environment, where difficult or dangerous wartime situations and tasks can be rehearsed multiple times without the loss of life and expensive equipment (McLean & Riddick, 2004). Indeed, today, role-play is considered essential to military training and readiness.

F. STRUCTURED ROLE-PLAY

In training situations that are teaching a specific skill or technique, the value of role-play does not come simply from participation in the exercise. For the exercise to be effective, the role-play must be structured. Structured role-play may include a script, rehearsal of previously-learned actions, specific scenario-driven objectives, and other forms. As Blanchard and Thacker (1999) observe, “This type of role play is used primarily to develop interpersonal skills, such as communication, conflict resolution and group decision making” (p. 298). Without structure, role-play tends to be a personal, inward reflection exercise and not a skill-developing training period.

Feedback or critiques should accompany a structured role-play exercise, as well. This allows for correction and redirection to ensure that the trainees do not practice and learn an incorrect method or procedure. The goal of role-play as a training tool is to cause both cognitive and behavioral changes in the trainee. Repetitive use of structured role-play with appropriate feedback ensures that the proper information is enriched and encoded in the trainee's long-term memory (Weiten, 2007).

G. ROLE-PLAY USED IN RECRUITER TRAINING

The use of role-play in recruiter training is considered critical to helping the new recruiter learn sales skills. It can also reinforce basic sales techniques for seasoned recruiters and offer a non-threatening environment where a supervisor can observe and

instruct. The primary use of role-play in recruiting is to reinforce or teach Professional Selling Skills (PSS). In Enlisted Navy Recruiter Orientation (ENRO) at NORU, trainers use role-play in conjunction with PSS to enrich the encoding of this new information for the new recruiter. In the field, role-play exercises are used to reinforce sales skills during group training sessions or one-on-one exercises with a supervisor to develop interpersonal communication skills required for sales.

H. SIMULATION USED IN TRAINING

With significant advances in information technology and computing, trainers and educators have taken the theory of role-play and transferred it to an electronic medium. Today, computer-aided role-play is typically referred to as simulation. Muchinsky (1993) describes simulation as follows:

Coppard (1976) defines simulations as “a representation of a real-life situation, which attempts to duplicate selected components of the situation along with their interrelationships in such a way that it can be manipulated by the user.” Simulations are carefully developed exercises. They try to model the important parts of the situation they are supposed to replicate. Simulations usually enhance cognitive skills, particularly decision making. They are a popular training technique for higher-level jobs in which the employee must process large amounts of information. (p. 200)

In the last decade of the 20th century, the Navy explored integrating role-play with computer technology. In the 1990s, although graphics were simple, computer games became more popular along with the supporting technology. The Naval Aviation Warfare Center Training Systems Division (NAWCTSD) collaborated with the National Center for Simulation, whose focus was to “link the defense industry, government agencies and departments, and academia in the areas of simulation, training and modeling” (Woolley, 2009, p. 22). Since this early partnership there has been “an increasing use of PC-based games as simulations as a means of training” (Belanich, Mullin, & Dressel, 2004, p vii). Now, computer games and simulations are common throughout various types of military training.

The most widely-recognized military simulation today is probably the U.S. Army's public access game, *America's Army*. As the Army itself brags, "Since July 4, 2002, *America's Army* has published 28 game releases; offering new game features and simulated training and missions. Each release has provided the *America's Army* community a virtual Army experience with a careful balance between authentic realism and virtual gaming" (Department of the Army, 2010, p. 1). According to the Department of Defense Game Developer's Community (www.dodgamecommunity.com), in 2005, the Air Force used seven different simulation games to train its personnel, the Army used fifteen, the Marine Corps used six, the Navy used eleven, and there were seven simulation games employed to train Joint Forces. From these experiences and obviously growing popularity, it is clear that computer-based role-play simulations have become a valuable military training asset.

One reason why computer games and simulations are so popular with military trainers is the overall reduction in training cost. "Traditional methods of training are strained by logistical challenges, geographical distribution of personnel, and limited resources that preclude frequent field training" (Alexander, Brunye, Sidman, & Weil, 2000, p. 1). With a growing military force and more frequent deployment schedules, the armed services have increasingly found themselves with a limited number of trainers, less time, and insufficient equipment to train personnel. Face-to-face and hands-on training, while valuable, is expensive and time-consuming. Internet and PC-based simulations/training offer the opportunity to reach a greater number of trainees with limited resources and expose the students to virtually "real-life" situations. Additionally, "training games allow learners to actively engage in the content they are learning, which is likely to produce positive learning outcomes" (Belanich, Mullin, & Dressel, 2004, p. 3).

I. EFFECTIVENESS OF SIMULATIONS

Friel (2003) observes, "training and assessment simulation designers try to re-create the real world as much as possible" (p. 19). For games and simulations to be effective, the "skills taught and practiced... must transfer to the operational environment"

(Alexander, Brunye, Sidman, & Weil, 2000, p. 2). The most important aspect of any training involves the transfer of skills taught in a training environment to utilizing these skills in a work environment. Without this transfer of newly learned skills, the training evolution is invalid. In the gaming world, four factors are cited as crucial for skill transfer to the student. These include fidelity, interactivity, immersion, and buy-in (Alexander, Brunye, Sidman, & Weil, 2000). When these factors increase, the transfer of skills and knowledge is greater from the game/simulation to the real-world environment.

J. FIDELITY

Fidelity is “the accuracy of PC simulation object representation when compared to the real world” (McLean & Riddick, 2004, p. 18). In other words, participating in the simulation is similar to a real-world environment. Simulation fidelity can be measured or described in terms of the physical, psychological, or functional aspects of a system. The type and “level of fidelity for a training system is dependent on the skills or behaviors that are to be trained” (Alexander, Brunye, Sidman, & Weil, 2000, p. 5).

Physical fidelity, Ford and Goldstein (2002) write, refers to “the representation of the real world of operational equipment” (p. 240). Trainers, such as flight simulators where the trainees feel as though they are actually in the cockpit of a plane due to the movement and sounds, are considered to possess physical fidelity. While “realism is an essential component of simulation-based training” (Warwick, Archer, Brockett, & McDermott, 2005, p. A-1), there are cost-related drawbacks to reproducing simulations that are exact replicas. Studies have found that “even inexpensive, visually-simple PC-based simulations can have demonstrable effects for training interactivity” (Alexander, Brunye, Sidman, & Weil, 2000, p. 5).

Functional fidelity is the ability of the simulation to recreate situations that are similar in nature to actual events. This type of fidelity is represented as organizational structure, words and phrases, or other believable settings within the game (Alexander, Brunye, Sidman, & Weil, 2000). Although simulations do not need to represent exact work environments, unrealistic situations or environments within this may limit the transfer of knowledge and skills.

Psychological fidelity refers to an emotional response, such as stress, energy, excitement, or fear that is evoked during the simulation. As Ford and Goldstein (2002) point out, “Most researchers maintain that simulation efforts must have psychological fidelity as their chief objective in order to maximize the benefits of simulator training” (p. 240). When strong emotions are attached to an exercise, the transfer of knowledge seems to be higher.

K. INTERACTIVITY

Interactivity of a simulation covers several different aspects of the experience. In the *2004 PC Modeling and Simulation Guidelines: Volume 1-Overview* (McLean & Riddick, 2004), five levels of interactivity are discussed: hierarchical, support, object/construct, simulation control, and contextual. The levels of interactivity allow the trainee to navigate within the simulation with relative ease and provide the trainee with options, such as help files, feedback, real-world situations, job-related training, and the ability to train on different aspects of the job. Listed below are the levels of interactivity and in-depth description, as defined by McLean and Riddick (2004).

1. Hierarchical Interactivity

Varying levels of hierarchical interactivity provide the learner the ability to navigate through the domain-knowledge representations. This form of interactivity gives the learner control in exploring the subject in a self-driven mode. The associated hierarchical interactivity mechanisms could be menus, hyper-links, navigational bars, structured listings, XYZ-coordinates, value setting/scroll bars, axial rotation, zooming, etc.

2. Support Interactivity

Support interactivity describes the afforded feedback mechanisms and performance support to learner reactive inquiry (context sensitive and insensitive). The complexity of support interactivity could range from a context-insensitive or context-sensitive reference system (e.g., help files).

3. Object/Construct Interactivity

Object interactivity affords the learner a means of proactive inquiry. This type of interactivity engages the learner in manipulation of real world representations of the objects (buttons, dials, radial boxes, people, things etc.) that are activated by an input device, such as a mouse. Construct interactivity requires the creation of an instructional environment in which the learner is required to manipulate component objects to achieve specific goals and contains a feedback as a result to a learner response to a generated problem. Generally, the more complex the modeled object behaviors and faults, and the more number of objects modeled the more complex and expensive the training product development activity becomes.

4. Simulation Control Interactivity

Simulation interactivity is the ability to simulate several aspects of the real world in a realistic and highly representative way. The learner or instructor should be able to select what aspects to include in, or exclude from, the simulation and set the modeling parameters and characteristics. The simulation's robustness and real-time response are crucial elements of this type of interactivity.

5. Contextual Interactivity

This concept combines and extends the various interactive levels into a complete virtual training environment in which the learner is able to work in a meaningful, job-related context (p. 19).

L. IMMERSION

“Immersion can be defined as complete attention, intense mental effort, absorbed, or engrossed” (McLean & Riddick, 2004, p. 19). In other words, the trainee has the feeling of actually doing the task that is being simulated. Immersion can take the form of procedural, situational, or physical simulation. The type of immersion represented by each simulation will differ according to the training outcome desired.

M. BUY-IN

“Buy-in refers to the degree to which a person recognizes that an experience or event is useful for training” (Alexander, Brunye, Sidman, & Weil, 2000, p. 8). Trainees who experience buy-in are committed to learn the subject and accept the mode of instruction. Resistance to the subject or method of teaching will limit the trainees’ ability to learn.

Different factors can contribute to resistance in the learning process. If the trainee does not enjoy computer-based games or does not see the need for additional training, the rate at which the skills or knowledge is transferred to the individual will be low. Another important buy-in factor is the level of buy-in by supervisors. If supervisors do not support the training platform or the value of the training to the job, the transfer rate again is reduced. Indeed, studies have found that “trainees coming from a more supportive environment showed the largest increase in performance after attending a training program” (Ford & Goldstein, 2002, p. 133).

It is important to keep in mind that simulation, e-learning, and other computer-based training should not be used as the only form of training. When using advanced technology as part of a training program, a combination of traditional classroom teaching and computer-enhanced training should be incorporated. This is called “blended learning.” As Mathis and Jackson (2008) find, “Use of blended learning provides greater flexibility in the use of multiple training means and enhances the appeal of training activities to different types of employees” (p. 280).

N. SIMULATION USED IN RECRUITER TRAINING

In 2008, Navy Recruiting Command (NRC) contracted with SIMmersion LLC® to develop a software program called Navy Recruiting Simulation Tool, otherwise known as SIMmersion. The software developer provides the following description of itself and its simulation products:

SIMmersion LLC® is a software development company that creates human interaction simulations for government, health care, and commercial training audiences. Moving beyond the limitations of the classroom and traditional role plays, our simulations provide a safe, objective environment for learning and practicing intricate interpersonal or ‘soft’ skills....The simulated people have memory and an advanced emotional model so that they respond to the user's statements as a real person would. Trainees interact with the simulated characters for a face-to-face conversation using a microphone or a mouse to communicate. User's statements are scripted to include a variety of natural choices. Simulated responses are scripted to emulate what real people would say at the current stage of the conversation given the motives and character of the simulated person. The result is a nearly free-form conversation that is different every time the simulation is used. (SIMmersion LLC, 2009, pp. 1, 4)

By using NRST/SIMmersion, enlisted recruiters are able to role-play recruiting scenarios using the simulator program installed on their computer. “With interactive simulations, learners can be... put in front of their tough customers and experience and examine the challenging selling situation” (Slotte & Herbert, 2008, p. 165). The SIMmersion program was designed and based upon the Professional Selling Skills (PSS) curriculum used at Navy Recruiting Orientation Unit (NORU) to teach new recruiters interpersonal conversational skills. The program provides recruiters with a formal training platform where they are able to practice and reinforce successful conversational skills critical to successful recruiting practices (Commander Navy Recruiting Command, 2009).

O. CONCLUSION

Understanding how the human memory stores information, how to enrich encoding of the information, and how role-play and computer simulations enhance learning, trainers and supervisors can use these tools to enhance training programs. The literature reviews also offer an understanding of why simulations are used for training purposes and how they can benefit a training program.

Moving from role-play to computer simulations is the next step in providing consistent, reproducible training. Although computer simulations are relatively new, their potential to enhance and change how training is conducted is unlimited. Nevertheless, without proper follow-through, review, and monitoring of a training process, it becomes less likely that any training, conventional or revolutionary, will meet its objectives.

The following chapter describes the methodology used to collect attitudes of NRC enlisted recruiters and their supervisors on their awareness of, perceived skill improvements, and use of NRST/SIMmersion. Developing and instituting training programs without gathering this critical information leads to ineffective training that is likely to produce negative results. This information provides a baseline to further investigate behavioral outcomes, learning results and return of investment studies. Additionally, it provides managers and trainers with an understanding of how the program is perceived and possible ways to improve it.

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III. METHODOLOGY

A. INTRODUCTION

This chapter describes the procedures and methods used in the exploratory study of NRST/SIMmersion. The primary sources of information were two online surveys, one for the Navy's enlisted recruiters and another for recruiting supervisors within Navy Recruiting Command (NRC). The surveys were designed to discover the views of recruiters and supervisors on their experiences with the simulation software.

B. SURVEY DEVELOPMENT, PRE-TESTING, AND APPROVAL

Draft survey questions were developed in consultation with a representative of NRC, which first proposed a study of NRST/SIMmersion as a potential thesis topic for the Manpower Systems Analysis Curriculum in July 2009. A draft version of the survey was then pre-tested with selected NRC recruiters and faculty in the Graduate School of Business and Public Policy at the Naval Postgraduate School (NPS) who had experience in Navy recruiting. After pre-testing and revising of the survey instruments, an application for approval to conduct the surveys was submitted to the NPS Institutional Review Board (IRB). The IRB is responsible for reviewing and approving research, including all surveys that intend to use human subjects. Subsequently, the two surveys and protocols proposed for the study were reviewed and approved by the NPS IRB and the NPS Dean of Students.

C. SURVEY ADMINISTRATION AND RESPONSES

The surveys were launched using Survey Monkeytm, an online survey data collection service. With the assistance of the research branch of NRC, a mass email was sent to recruiters and their supervisors throughout NRC, inviting them to participate in the online survey. The primary focus of the surveys was to ascertain the perceptions of recruiters and their supervisors about their level of confidence in the sales skills and production increases of recruiters after they had used NRST/SIMmersion. The secondary

goal of the surveys was to identify the recruiters' experiences, usage patterns, and views of NRST/SIMmersion. The participants accessed the NRST/SIMmersion survey via an internet Web link to Survey Monkeytm.

A total of 5,249 (NRC Special Duty Assignment Pay Spreadsheet, January 2010) recruiters and their supervisors were invited, via and email letter, to participate in the survey. The surveys were available to all enlisted recruiters and their supervisors, Navy-wide. The online survey was open to accept responses for a two-week period, from January 26 through February 5, 2010. Information collected through the survey did not include personal identifiers, and all responses were strictly voluntary and anonymous. Anonymous surveys allow all members of the population to provide an input that might not otherwise stated. A complete summary of response frequencies by question is presented in Appendix B. Table 1 shows the target enlisted recruiting population by job description, gender and pay grade.

Table 1. Description of the NRC Enlisted Population: January 2010

Target Recruiter Population	Number	Gender	Pay-grade*
Enlisted Recruiters	3,662 ¹	Male—4,781* (91.1%)	E4—39
			E5—1804
Enlisted Supervisors	1,587 ¹	Female—468* (8.9%)	E6—2336
			E7—840
Total	5,249*		E8—175
			E9—55

(* NRC Special Duty Assignment Pay spreadsheet Jan 2010)

(¹ Approximate numbers based on general NRD demographic composition)

There were 1,058 total responses were recorded, which including 645 responses to the Recruiter Survey. Table 2 provides a demographic presentation of the 654 recruiters who responded to the survey. The response rate to this survey was 12.5 percent based on the total enlisted population and 17.9 percent of the recruiter population presented in Table 1. The reported gender percentage is based on the responding recruiters and not the total enlisted population.

Table 2. Description of Enlisted Recruiter Survey Population

Survey Respondents	Response Totals	Gender	Pay-grade
Enlisted Recruiters	654 (12.5% of total population, 7.9% of Recruiter population)	Male–581 (88.8%)	E5–306
		Female–63 (11.2%)	E6–282
			E7–56

Of the 1,058 total collected responses, there were 413 responses to the Supervisor Survey. Table 3 provides a demographic representation of the 413 supervisors who responded to this survey. The response rate to this survey was 7.9 percent of total enlisted population, 27.1 percent of supervisor population presented in Table 1. The supervisors were not requested to provide gender or pay grade information only their position within NRC.

Table 3. Description of Supervisor Survey Response Population

Survey Respondents	Response Totals	Position
Enlisted Supervisors	413 (7.9% of total population, 27.1% of Supervisor population)	Recruiter in Charge–298
		Zone Supervisor–71
		Chief Recruiter–5
		Assistant Chief Recruiter–6
		Training Chief–8

D. SURVEY INSTRUMENTS

As noted above, the two separate surveys were designed to assist in obtaining the opinions of recruiters and their supervisors, respectively, regarding various aspects of NRST/SIMmersion. The survey questions were developed based upon the “Navy Recruiting Simulation Tool Business Needs Document,” dated July 2, 2008 (Commander Navy Recruiting Command, 2009) and other information regarding the recruiters and the supervisors.

This methodology of data collection was selected because gathering reactions and opinions is typically the first step in training analysis and it is important to understanding the opinions and attitudes of the end users. It is especially important to gauge the impact and effectiveness of programs to determine if expected results are realized.

In addition to the structured survey, open-ended responses were encouraged at the end of both surveys. This allowed the respondents to elaborate on specific topics or provide additional information not included in the survey body.

E. RECRUITER SURVEY

As shown in Table 1 above, the Recruiter Survey was sent to 3,662 enlisted recruiters. The survey consisted of twenty-four questions, divided into two parts. Part I of the survey included questions pertaining to general demographic information and also asked recruiters for their views concerning the effects of the economy on recruiting efforts and Professional Selling Skills (PSS). Nine questions related to the demographic characteristics of the responding recruiters. Three opinion questions in this section asked about their success on the Recruiter Qualification Board, the economy, and PSS, respectively.

Part II of the Recruiter Survey asked recruiters more directly about their experiences with NRST/SIMmersion and their views regarding its contributions and effectiveness. More specifically, recruiters were asked three questions about their exposure to NRST/SIMmersion and use of it. recruiters were also presented with nine statements regarding the expected benefits of NRST/SIMmersion and asked to indicate their level of agreement or disagreement with the statements. These levels of agreement/disagreement utilized a typical 5-point Likert scaling pattern, including an opportunity for recruiters to neither agree nor disagree. The statements themselves were based upon the expected outcomes of NRST/SIMmersion, as outlined in Sections 3.2, 3.3 and 3.4 of the NRST Business Needs Document (Commander Navy Recruiting Command, 2009). This document states that the simulation “improves a recruiter’s job performance self confidence...sale skills ...and will...ensure that unqualified and unsuitable applicants are rejected...increase that recruiter’s production by decreasing

time spent on unqualified applicants” (Commander Navy Recruiting Command, 2009, p. 7). At the end of the survey, recruiters were asked to provide any additional comments about NRST/SIMmersion that may be helpful. Of the 654 enlisted recruiters who responded to the survey, nearly one in five recruiters (a total of 124) submitted a comment.

F. SUPERVISOR SURVEY

As indicated in Table 1, the Supervisor Survey was sent to 1,587 recruiting supervisors. The supervisors were U.S. Navy enlisted personnel within pay grades E6 to E9. The survey consists of thirteen questions, divided into two parts. Part I asked supervisors for their opinions of NRST/SIMmersion. More specifically, in this section, the supervisors were presented with three questions on recruiters’ use of NRST/SIMmersion. The supervisors were also given seven opinion statements regarding NRST/SIMmersion and expected outcomes of the program. As in the Recruiter Survey, SUPERVISORS were asked to indicate whether they agreed or disagreed with the statements. Part II of the Supervisor Survey contained three questions related to demographic factors, as well as a section for them to provide any additional comments about NRST/ Simmersion that may be helpful. Of the 413 supervisors who responded to the survey, 92 (22 percent) submitted a comment.

G. CONCLUSION

The methodology in this thesis study includes both qualitative and quantitative data. This thesis presents an overall view of the data collected from the previously mentioned surveys and is intended to represent a baseline study for continued research on the NRST/SIMmersion program. The next chapter will present the data collected from the Recruiter Survey.

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IV. RECRUITER SURVEY RESULTS

This chapter examines results from the Recruiter Survey that was distributed to enlisted personnel within Navy Recruiting Command (NRC). As discussed below, about half of the recruiters who responded to the survey remember receiving NRST/SIMmersion training at Enlisted Navy Recruiting Orientation (ENRO); however, few recruiters use the program on a regular basis. The chapter begins with an overview of responses to the survey. This is followed by more detailed results arranged by “themes.” Included here are selected comments of recruiters that were submitted along with the survey.

A. SUMMARY STATISTICS

As noted in the previous chapter, nine questions on the Recruiter Survey included statements that specifically addressed the simulation program. The responses to these nine statements—requiring levels of agreement or disagreement—are the principal outcome of this study. Table 4 shows the mean and standard deviation for each of the nine statements on the survey, divided by the five optional choices. As seen in Table 4, the most frequent response selected was, by far, “Neither Agree nor Disagree” ($M=0.632$, $SD=0.484$). At the same time, the least frequent response was “Somewhat Disagree” ($M=0.021$, $SD=0.140$). Thus, the respondents who disagreed were more likely to answer “Disagree” ($M=0.142$, $SD=0.329$) a stronger or more definite level of disagreement than “Somewhat Disagree” ($M=0.021$, $SD=0.140$). Conversely, respondents who agreed were more likely to answer “Somewhat Agree” ($M=0.132$, $SD=0.337$), a qualified level of agreement than, “Agree” ($M=0.083$, $SD=0.027$).

Table 4. Recruiter Survey: Summary Statistics by Survey Statement and Level of Agreement

Survey Question	Variable	Mean	Std. Dev.
Overall average	Agree	0.083	0.267
	Somewhat Agree	0.132	0.337
	Neither Agree nor Disagree	0.632	0.484
	Somewhat Disagree	0.021	0.140
	Disagree	0.142	0.329
NRST/Simmersion has increased my confidence as a Recruiter	Agree	0.057	0.230
	Somewhat Agree	0.134	0.338
	Neither Agree nor Disagree	0.628	0.486
	Somewhat Disagree	0.017	0.129
	Disagree	0.181	0.368
My sales skills have improved since using NRST/Simmersion	Agree	0.061	0.238
	Somewhat Agree	0.145	0.350
	Neither Agree nor Disagree	0.627	0.486
	Somewhat Disagree	0.008	0.088
	Disagree	0.167	0.363
My production has increased due to using NRST/Simmersion	Agree	0.027	0.160
	Somewhat Agree	0.088	0.282
	Neither Agree nor Disagree	0.687	0.468
	Somewhat Disagree	0.020	0.141
	Disagree	0.198	0.380

Survey Question	Variable	Mean	Std. Dev.
The amount of time I spend with unqualified applicants has decreased since using NRST/Simmersion	Agree	0.058	0.233
	Somewhat Agree	0.096	0.293
	Neither Agree nor Disagree	0.670	0.474
	Somewhat Disagree	0.027	0.160
	Disagree	0.176	0.354
The feedback provided by NRST/Simmersion is helpful	Agree	0.082	0.272
	Somewhat Agree	0.160	0.365
	Neither Agree nor Disagree	0.629	0.486
	Somewhat Disagree	0.013	0.111
	Disagree	0.116	0.319
I found NRST/Simmersion easy to use	Agree	0.176	0.379
	Somewhat Agree	0.157	0.362
	Neither Agree nor Disagree	0.568	0.497
	Somewhat Disagree	0.030	0.169
	Disagree	0.099	0.252
I am satisfied with the computer interface for NRST/Simmersion	Agree	0.118	0.321
	Somewhat Agree	0.151	0.356
	Neither Agree nor Disagree	0.617	0.489
	Somewhat Disagree	0.020	0.141
	Disagree	0.094	0.290

Survey Question	Variable	Mean	Std. Dev.
I enjoy using NRST/Simmersion	Agree	0.080	0.270
	Somewhat Agree	0.132	0.337
	Neither Agree nor Disagree	0.644	0.482
	Somewhat Disagree	0.028	0.165
	Disagree	0.144	0.319
A program, such as NRST/ Simmersion could be successfully used for other jobs in the Navy	Agree	0.099	0.297
	Somewhat Agree	0.143	0.348
	Neither Agree nor Disagree	0.621	0.488
	Somewhat Disagree	0.027	0.160
	Disagree	0.110	0.311

Table 4 provides only partial understanding of the results. On average, *two out of every three* recruiters who responded to the survey chose to answer with “Neither Agree nor Disagree.” The proportions of recruiters who opted out of agreeing or disagreeing are shown in Figure 1 by each of the nine questions (abbreviated). This result is discussed below as a consistent theme in the responses, and it is further examined in the final chapter of the thesis. Whatever the reasons for this dramatic result, it is likely that most of the recruiters who chose this option for their answer either do not use NRST/SIMmersion or do not recognize its proper name (or function). This type of information is helpful when analyzing recruiters’ utilization trends, but it does not provide insight regarding the opinions of those who have actually trained on the simulation tool and currently use it.

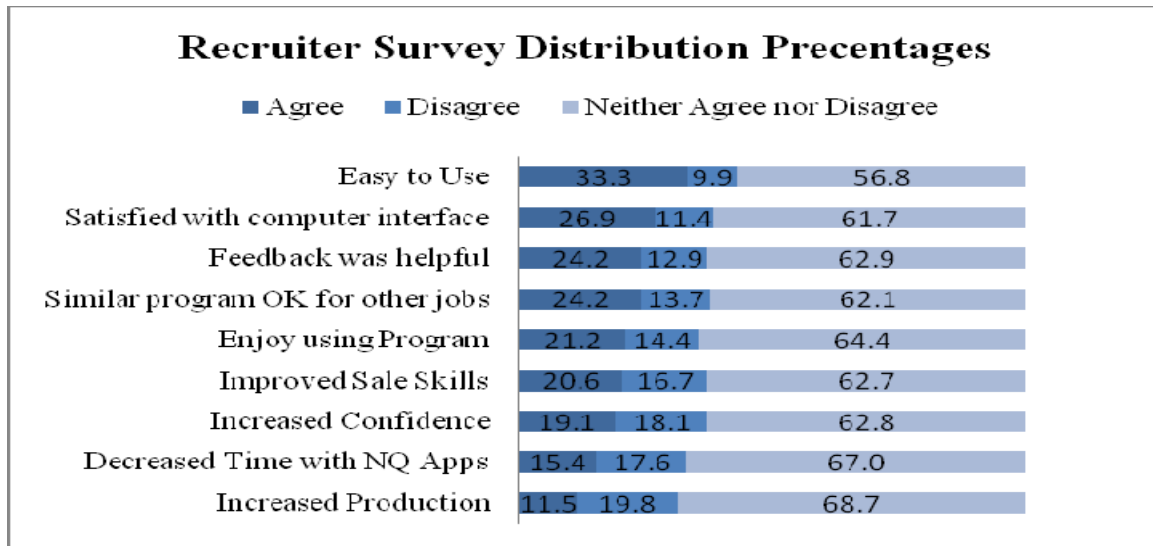


Figure 1. Percentage Distribution of Recruiter Responses to Statements by Agree, Disagree, or Neither Agree nor Disagree

Consequently, survey results for the nine questions relating directly to NRST/SIMmersion were restricted to recruiters who chose to express an opinion, either agreeing or disagreeing with a statement. Figure 2 shows the distribution of responses for recruiters who expressed a definite view, likely based on some greater knowledge of the tool and practical experience. As seen in Figure 2, recruiters were in greatest agreement (33 percent) that the simulation tool is easy to use. This is supported by the finding that 27 percent were satisfied with the computer interface and 21 percent enjoyed using the program. Fewer than 10 percent of the respondents disagreed that NRST/SIMmersion was easy to use.

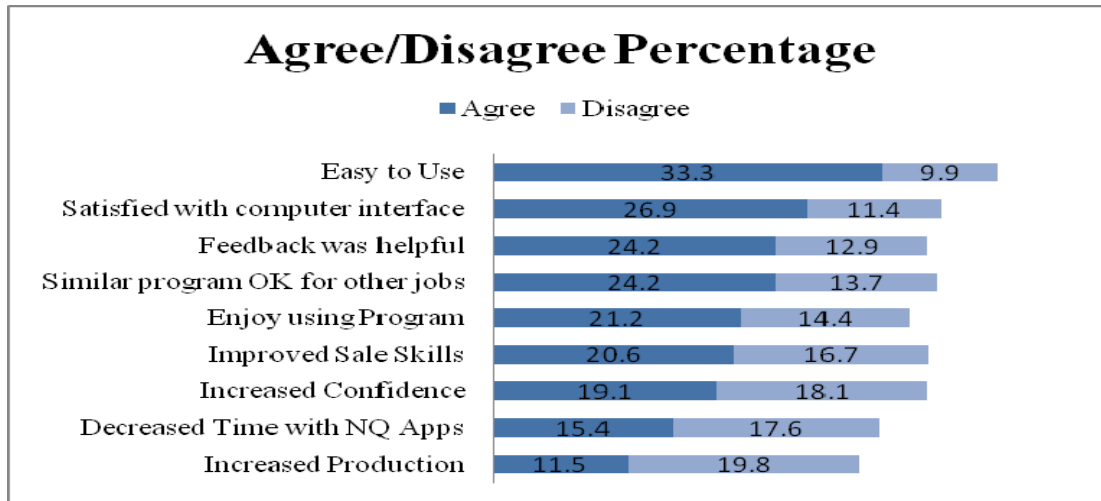


Figure 2. Recruiter Survey: Agree/ Disagree Percentages for all Themes

B. THEMES

The survey responses from the recruiters on the nine NRST/SIMmersion questions are presented below in a format that identifies the overall premise or theme observed in the responses. The themes are arranged from the most positive response to a question to the least positive.

1. Most Users Find NRST/SIMmersion Easy to Use

A total of 33.3 percent of the respondents felt that NRST/SIMmersion is easy to use. This compares with 9.7 percent who do not think it is easy to use (see Figure 3). With the proliferation of computers and computer-based programs and applications in the Navy and elsewhere, it is likely that the 9.7 percent who did not find this program easy to use have basic computer skills. Thus, the fact that one in ten recruiters see the program as less than “easy,” implies that factors, such as slow operating systems, defective software, or a number of technical issues may have contributed to their opinion regarding the usability of NRST/SIMmersion. It should be emphasized that respondents who did not find the program “easy to use” are not necessarily saying that the program is difficult—just that it is not easy.

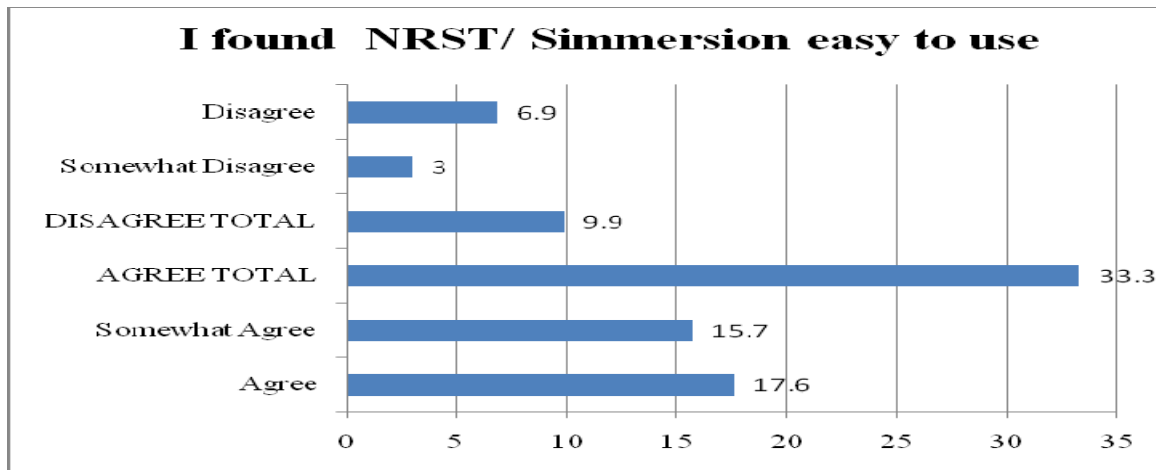


Figure 3. Recruiter Survey: Percentage Levels Agree/Disagree NRST/SIMmersion Easy to Use

- Recruiters' Comments
 - “The last time I used it I couldn't back track when I realized I was going down the wrong path. I would like to have taken it back a couple steps when I saw myself going down the wrong road. Otherwise it is a good program and I need to use it more.”
 - “The SIMmersion program is a good concept that lacks in execution. Answers are canned and the flow of conversation is stiff and does not reflect talking with a person. For every action, there is a set of predictable responses. Adding to the requirement of so many uses in a given time period, this makes the program less a learning tool and more of an exercise in figuring out “the right answer”“
 - “Almost every time I used the program I DQ'd Juan for asthma or allergies. Only once did I make actually make it through all the steps.”
 - “SIMmersion is too slow and just doesn't help. The problem that in real life interviewing and sales, you have to make quick decisions/responses while interacting with the customer and SIMmersion doesn't provide that. However, the training at NORU with PSS was extremely beneficial to what I do as a recruiter.”
 - “NRST is a little difficult to navigate to begin with. I did not have success at ENRO with the program and it has taken multiple uses over the last few months to adjust to the navigation tabs.”

2. Users Are Mostly Satisfied with the NRST/SIMmersion Interface

A computer interface is the “set of dials, knobs, operating system commands, graphical display formats, and other devices provided by a computer or a program to allow the user to communicate and use the computer or program” (TechTarget, Inc., 2009, p. 1). For the NRST/SIMmersion program, the interface refers to the voice and pre-set responses to the applicant, the applicant’s responses, the PSS tutor, and the final score card. Overall, 26.5 percent of the recruiters who used NRST/SIMmersion seemed to be satisfied with this feature of the simulation (see Figure 4). However, 11.6 percent of the respondents disagreed, and most of these were emphatic in their opinion.

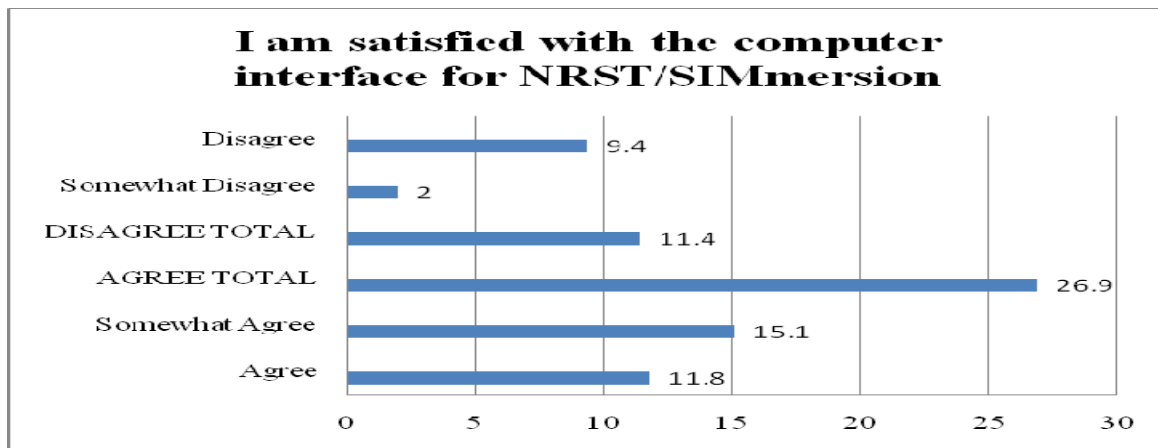


Figure 4. Recruiter Survey: Percentage Levels Agree/Disagree NRST/SIMmersion Interface Satisfaction

- Recruiters’ Comments
 - “The program presents a respectable degree of realism. The simulated applicant responds in a realistic way. Navigation through the list of available comments and/or questions is a little difficult. Also, the simulation does not present some situations that a recruiter may actually find himself in. For instance, the simulated applicant does not attempt to hide any information from the recruiter.”
 - “Get rid of NMCI and maybe we can actually start using voice recognition with the program. When you have time to read a bunch of choices and choose, it does not make the program very effective.”

- “It's easier to train and get training during a graded sales lab from recruiter to RINC, or Z/S to RINC. The NRST gives the same scenario over and over.”
- “It would be more realistic if there was some audio involved. I'm not sure if there already is but if so I have never been able to use that feature.”
- “The program is a little difficult to use if all you can do is answer questions versus having a microphone.”
- “It has never worked right on my computer and I do not like spending time trying to fix computer problems....”

3. Two-Thirds of NRST/SIMmersion Users Feel the Program's Feedback Feature Is Helpful

After every simulation, the recruiter receives a scorecard reflecting the results of his or her interaction with the program. Figure 5 shows that 24.2 percent of recruiters who use the simulation find the program's feedback feature helpful. This compares with about 13 percent of those who do not. A plausible explanation for the acceptance of computer-generated feedback may be that, “when the machine gives critical feedback you can't be insulted” (Slotte & Herbert, 2008, p. 165).

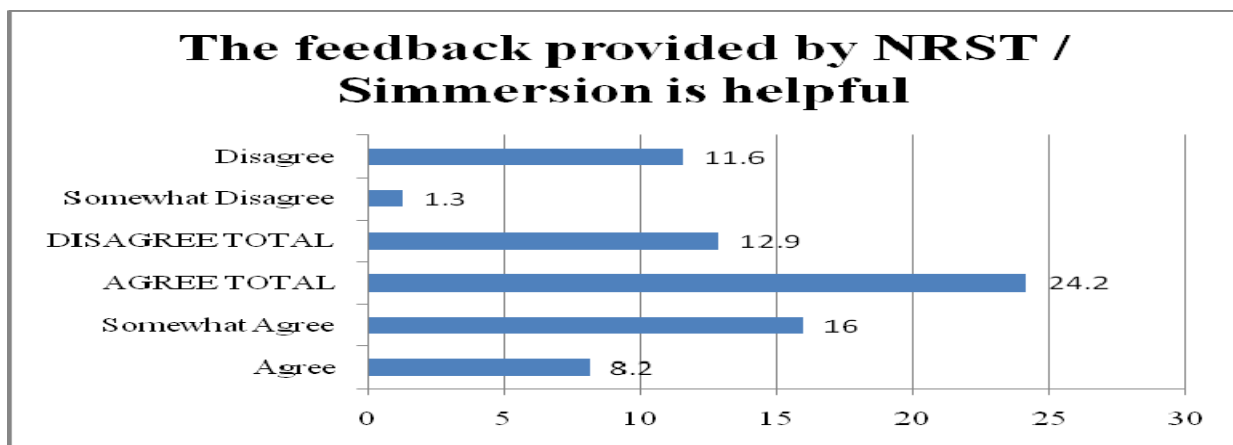


Figure 5. Recruiter Survey: Percentage Levels of Agree/Disagree NRST/SIMmersion Feedback Helpful

- One Recruiter's Comment
 - “Results should be printable.”

4. Many Users Appreciate NRST/SIMmersion Enough to See Additional Applications

A good indicator of how satisfied a recruiter might be with the NRST/SIMmersion simulation program is whether that recruiter would recommend it for use in other applications. As it turns out, nearly one in four recruiters who use NRST/SIMmersion believe that similar programs would work well with other jobs (see Figure 6). The positive feedback from the respondents suggests that most users view this computer simulations and programs as favorable training tools. At the same time, a total of nearly 14 percent of the users disagreed, following a trend in how responses were distributed on previous statements. No topic-specific written comments were submitted.

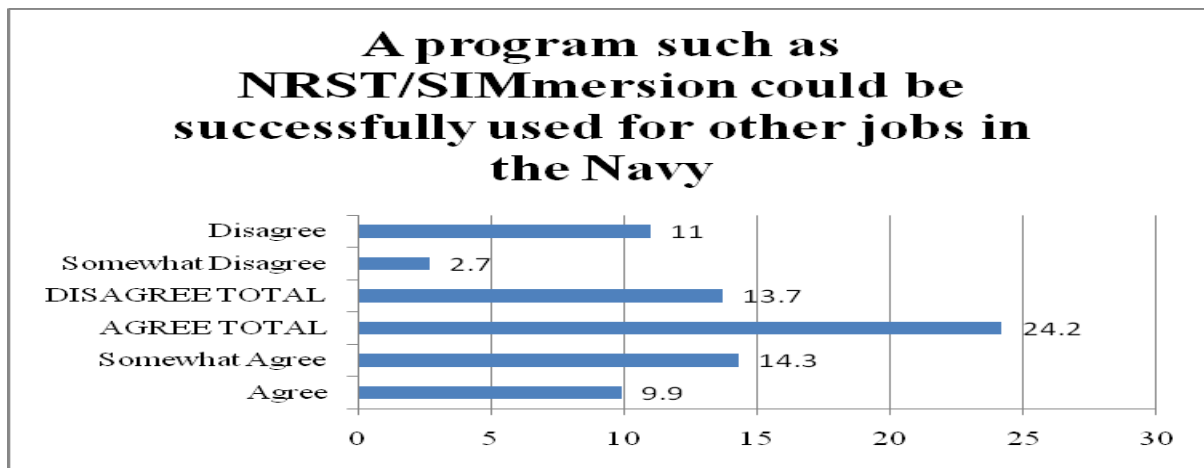


Figure 6. Recruiter Survey: Percentage Levels Agree/Disagree NRST/SIMmersion Could be Successful for other Navy Jobs

5. Recruiters Who Use NRST/SIMmersion Tend to Enjoy the Simulation Program

As seen in Figure 7, about one in five recruiters who use NRST/SIMmersion agree that they enjoy using the program. This is not an overwhelming endorsement, since nearly 15 percent claim the opposite, that they do not enjoy using the program. Still, a clear majority of those who use NRST/SIMmersion seem to consistently express a positive opinion. As with other patterns of response, it is important to note again that

recruiters who disagree tend to feel stronger in their views than do those who agree; that is, consistently, respondents who “disagree” without qualification (“somewhat disagree”) outnumber their counterparts on the side of agreeing with the statement.

Written comments submitted by recruiters show various reasons for lack of enjoyment. As suggested by other research dealing with electronic games, “Not all people like to play games. There is a misconception that almost everyone in the current generation entering the military service is an expert with video games” (Belanich, Mullin, & Dressel, 2004, p. 5). The opposite may also be true; the current genre of video games may create a high level of expectation for all other simulations. When this level of expectation is not met, the user -can become dissatisfied with the program.

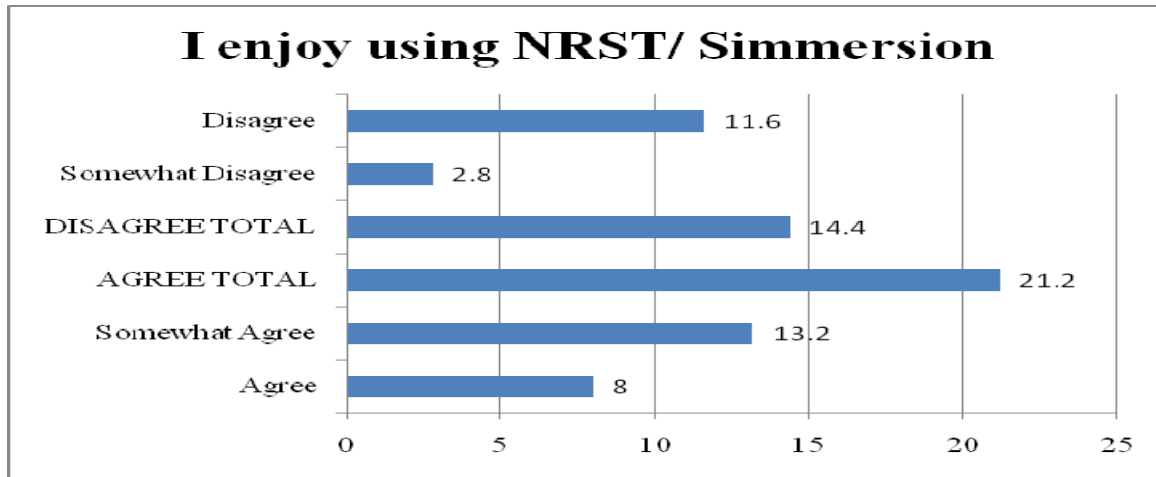


Figure 7. Recruiter Survey: Percentage Levels Agree/Disagree Enjoy Using NRST/SIMmersion

- Recruiters' Comments
 - “The computer voice should vary tone and should be someone with a nicer voice. The last time I used it, I almost fell asleep. Scrap it along with RTOOLS, ACE and PSS!”
 - “It is a great tool to use”
 - “I think I might have a different opinion on the software if I could use it more. It doesn't run on my laptop correctly. I am working with the NMCI helpdesk to resolve the issue.”

- “The program is adequate, but lacks depth. I find that it is boring and predictable, and does not reflect an actual sales well enough. Practice with other recruiters, or with actual applicants proves to be far more useful.”
- “I tried it a few times and I truly feel that the program is unrealistic in responses.”

Although, on average, 25.8 percent of the recruiters who use the program and who responded to the survey are content with the NRST/SIMmersion computer simulation, there were thirty-five technically specific oriented written comments submitted. These comments stated the responding recruiter’s dissatisfaction with the program, the inability to load the program properly or use on NMCI system computers. Some of the written responses corresponding to computer issues are listed below.

- “Not user friendly”
- “The program cannot be installed on our computers”
- “It hardly works on NMCI computers”
- “I am not able to use it on my office computer”
- “NRST should be installed on all government computers and used by all recruiters for easy access.”

6. Most Users Feel That NRST/SIMmersion Improves Their Sales Skills, but Opinions Are Divided

Recruiters who use NRST/SIMmersion indicate that the number-one benefit associated with the simulation program is an improvement in sales skills (see Figure 8). Since using NRST/SIMmersion, 20.3 percent of recruiters agreed that their sales skills have improved. Conversely, and with much greater conviction, less than 4 percent fewer recruiters (16.7 percent) felt that the program had not improved their sales skills, and, almost all of these recruiters (15.9 percent) disagreed without qualification. As Blanchard and Thacker (1999) state, “There are many reasons why games and simulations do a good job of developing skills. First, they simulate the important conditions and situations that occur in the job. Second, they allow the trainee to practice the skill. Finally, they provide

feedback about the appropriateness of their actions” (p. 303). NRST/SIMmersion provides additional sales training which, in turn, can increase sales skills for a number of people, but apparently not all users at the present time.

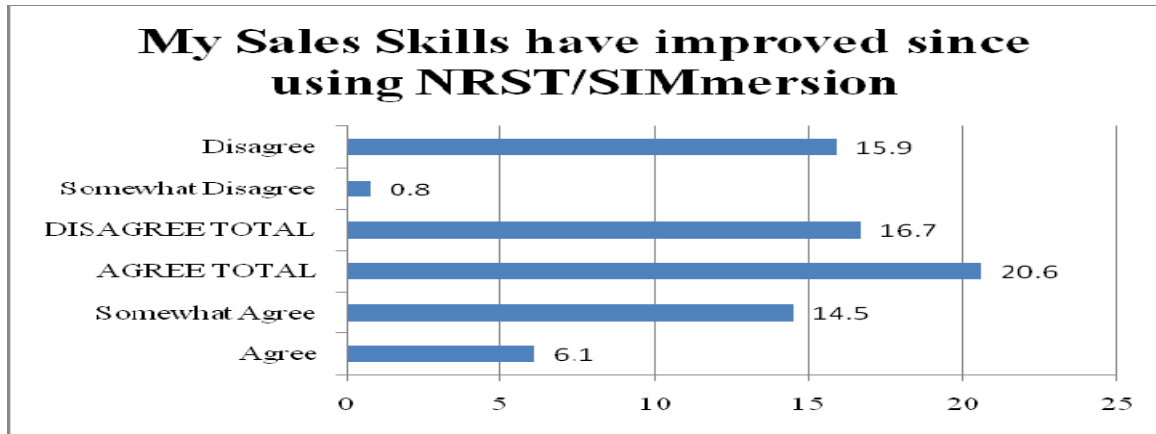


Figure 8. Recruiter Survey: Percentage Levels Agree/Disagree Improved Sales Skills

- Recruiters' Comments
 - “The program helps in the beginning to start the foundation but it does not really portray the pressure of a real interview due to it has not the real emotions or response of a real person.”
 - “This is a very helpful program to use. OJT is the best way of training in the navy and this is as close as it can come with-out have someone else showing you.”
 - “The NSRT program is a good way to further develop your sales skills without the added pressure of a live applicant. The advice given at the end of each session is key to how your approach and sales skills are coming along.”
 - “The program is very useful and helps on day to day selling and helps identify specific ways on how many people may act towards all kinds of information given.”

7. Users Are Divided As to Whether NRST/SIMmersion Boosts Their Confidence

Respondents were clearly divided as to whether their confidence as a recruiter improved after using NRST/SIMmersion. In Figure 8, although proportionately more recruiters believed their sale skills had improved as a result of using NRST/SIMmersion,

it does not appear that this improvement extends more generally to their confidence. Indeed, as seen in Figure 9, recruiters are equally divided on this statement; and, once again, as found in answers to other questions, levels of disagreement are stronger than levels of agreement. The availability of always having questions to choose from during the simulation may be one reason why recruiters do not feel more confident. The availability of the questions does not require them to “think on their feet” and may make them feel less confident when required to do so.

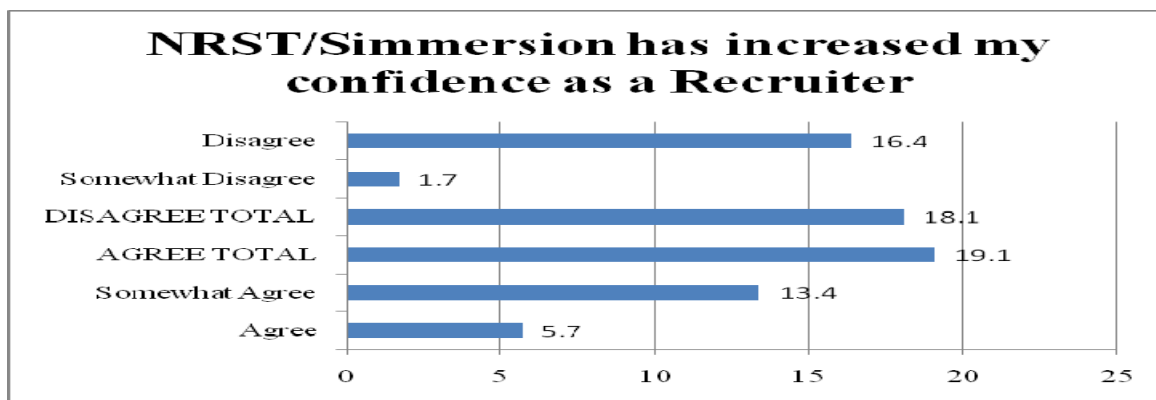


Figure 9. Recruiter Survey: Percentage Levels Agree/Disagree NRST/SIMmersion Increases Confidence

- Recruiters' Comments
 - “The problem that in real life interviewing and sales, you have to make quick decisions/responses while interacting with the customer, and SIMmersion doesn't provide that.”
 - “You don't really have to know what to ask or say since it lays it out for you, so yes you learn but I think it would be better if the program didn't have the PSS steps there all the time in the lower left hand box. Like a training mode where you have access to everything and evaluation mode where you are more on your own to do/ask/say the right thing(s).”
 - “The program helps in the beginning to start the foundation but it does not really portray the pressure of a real interview due to it has not the real emotions or response of a real person. Its fake readable emotions based on a choice of
 - Questions instead of using your own self to think of the best questions to ask.”

- “When u have time to read a bunch of choices and choose, it does not make the program very effective.”

8. Most Users Do Not Feel That NRST/SIMmersion Reduces Their Time Spent with Unqualified Applicants

Figure 10 shows that proportionately more recruiters disagree (17.6 percent) than agree (15.4 percent) that their time with unqualified applicants has decreased since using NRST/SIMmersion. The economic downturn across the country could play a part in this. In March 2009, CNNMoney.com reported, “Fresh recruits keep pouring into the U.S. military, as concerns about serving in Iraq and Afghanistan are eclipsed by the terrible civilian job market. The Department of Defense said Tuesday that all branches of the armed forces, including the Army, Navy, Air Force and Marine Corps, met or exceeded their active duty recruiting goals for January, continuing a trend that began with a decline in the U.S. job market” (pp. 1, 2). A large influx of applicants, desperate for employment, may hide certain information that disqualifies them when revealed later and influence the recruiters’ opinion.

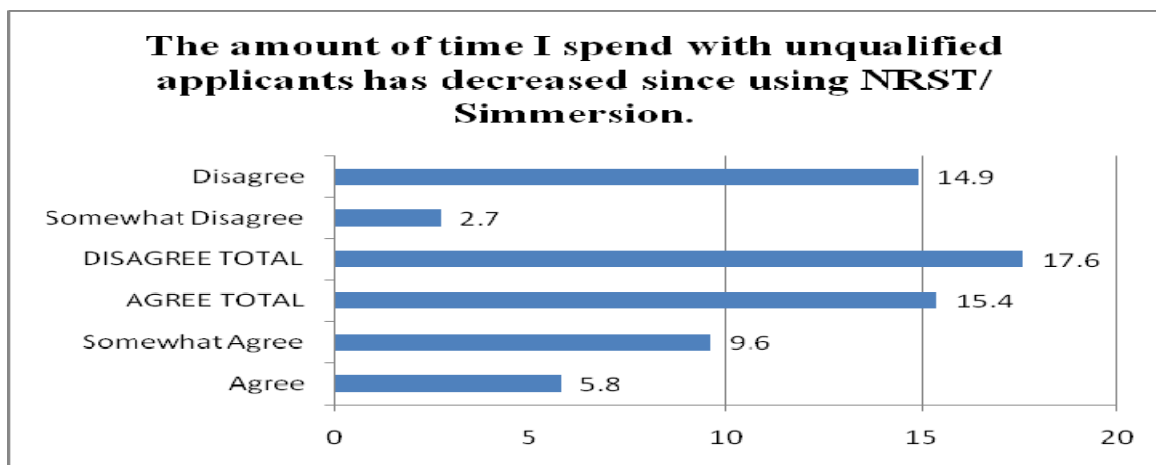


Figure 10. Recruiter Survey: Percentage Levels Agree/Disagree NRST/SIMmersion Decreases Time Spent with Unqualified Applicants

- Recruiters’ Comments
 - “Good program. Sometimes a real life situation is not as cut and dry as it is on the program. Especially when it comes to the disqualifying factors. But still good over all.”

- “The simulation does not present some situations that a recruiter may actually find himself in. For instance, the simulated applicant does not attempt to hide any information from the recruiter.”
- “I spend enough time dealing with real life unqualified applicants now I’m required to deal with unqualified fake applicants great”
- “SIMmersion is a joke. It is obvious and easy to either always get the right questions/answers to pass the program with a 100%; or fail it for fun.”

9. Most Users Do Not Feel That NRST/SIMmersion Has “Increased” Their Production

This question was designed to further explore the opinions of recruiters regarding the practical value of NRST/SIMmersion. Clearly, the question itself is imprecise and could be misinterpreted, although it was used to probe general feelings about the simulation program. In fact, it should be noted that NRST/SIMmersion is one tool among many for recruiters, and the objective for any of these tools is to assist recruiters at their job, not to necessarily to have a direct effect on production per se. Nevertheless, as seen in Figure 11, this statement elicited the strongest disagreement among users of NRST/SIMmersion, over one in five recruiters disagreed, and most strongly. Interestingly, no specific written comments were submitted by recruiters on this topic.

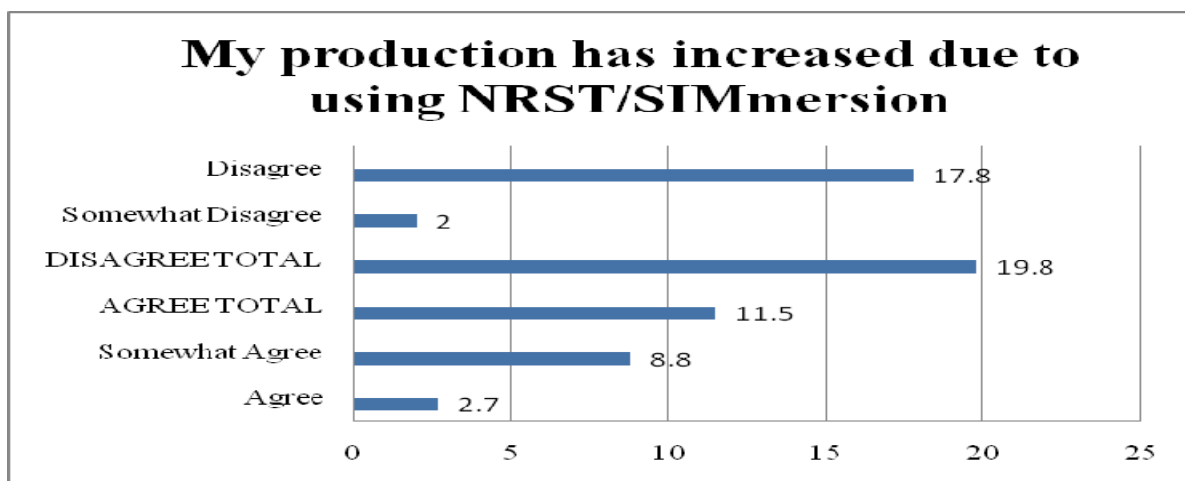


Figure 11. Recruiter Survey: Percentage Levels Agree/Disagree Production Increased due to NRST/SIMmersion

C. ADDITIONAL RESULTS

The survey also explored recruiters' opinions about Professional Sales Skills (PSS) more generally, apart from NRST/SIMmersion. These results are presented below.

1. Professional Selling Skills

PSS is a sales training methodology developed by Achieve Global and adopted by Navy Recruiting in 2001. It teaches conversational sales skills to recruiters. Since it was introduced, the program has been used in all formal and informal recruiter sales training. PSS is the first course taught at Enlisted Navy Recruiter Orientation (ENRO). The instructors spend the first two weeks of the five-week program teaching PSS. Extensive knowledge and demonstrated proper use of PSS and its terminology are required when recruiters take their oral Recruiter Qualification Board. The NRST/SIMmersion program is based on PSS.

As shown in Figure 12, acceptance and use of PSS is widespread for recruiters who responded to the survey, with over 67 percent agreeing that they need PSS to sell the Navy.



Figure 12. Recruiter Survey: Percentage Levels by Agree, Somewhat Agree, Neither Agree nor Disagree, Somewhat Disagree, Disagree PSS is Needed to Sell the Navy

- Recruiters' Comments
 - “The training at NORU with PSS was extremely beneficial to what I do as a recruiter.”

2. Orientation and Use of NRST/SIMmersion

In 2008, NORU introduced NRST/SIMmersion to its Enlisted Navy Recruiter Orientation (ENRO) curriculum to enhance recruiters' PSS ability. The simulation tool was designed as an interactive role-playing platform to provide recruiters with cohesive formal training after their initial schooling. NRC Navy Recruiting Simulation Tool Business Needs, July 2008, suggested,

Navy recruiters...spend a great deal of time away from the office meeting with potential Prospects and Centers of Influence (COIs), as well as processing new Applicants. In most cases, limited or no internet connectivity is available while the recruiter accomplishes these functions outside of the office. However, recruiters frequently experience “wait time” that could be utilized for skills enhancement if a portable tool existed. Approximately 90 percent of Navy Recruiting Stations (NRSs) have laptop computers available for recruiters to take home and on the road. Loading NRST onto these laptops would make conducting additional training in a recruiter's spare time possible. (p. 6)

A stated earlier, in the initial phase of the program, the simulation tool was provided to new recruiters by ENRO on a CD ROM to be installed on non-Navy Marine Corps Internet (NMCI) computers once the recruiters returned to their recruiting district. In August 2009, NRST/SIMmersion became compatible with NMCI and recruiters could now use the program on all NRC computers.

As seen in Table 5, one in five recruiters who responded to the survey cannot recall being trained with NRST/SIMmersion, at ENRO, while another 32.2 percent claim that the training did not include the simulation program. This corresponds with the finding that just about 42 percent of the respondents claim to use NRST/SIMmersion. Of the recruiters who use NRST/SIMmersion, about one-third employs it fewer than twice per week, which was the lowest usage level among the options on the survey. When asked about where the recruiter used NRST/SIMmersion, again, one-third of the users stated that it was at the recruiting office; approximately 13 percent indicated that it was

used during their “spare time” or wait times outside of the office (as a suggested by the NRC NRST Business Needs Document, 2008). From the written responses, 38 of the respondents had never heard of NRST/SIMmersion prior to the survey. (Appendix B)

Table 5. Recruiter Orientation and Use of NRST/SIMmersion

Did your training at Enlisted Navy Recruiter Orientation (ENRO) include Navy Recruiting Simulation Tool (NRST)/Simmersion?	Yes	No	I do not remember	I have not yet attended ENRO
	46.4	32.2	20.9	0.5
How often do you use NRST/Simmersion program?	4 or more times a week	2-3 times a week	Fewer than 2 times a week	I never use NRST/SIMmersion
	1.3	6.6	33.9	58.2
When do you use NRST/Simmersion program? (answer as many as applicable)	On my laptop while waiting for an applicant/COI or at MEPS	At my recruiting office	At home on my personal computer/ laptop	I do not use NRST/Simmersion program
	5.3	33.4	8.0	60.8

Several of the recruiters who responded to the survey provided written comments that were closely associated with this set of questions. Below are their responses.

- “In a job where I am already extremely busy it is hard to take time out for this training. When I do use the SIMmersion I have to do it at my house on my own time otherwise I can not pay attention to the training.”
- “There was a less than two minute show and tell about this NRST/SIMMERSION at NORU”
- “I remember a program that provided scenarios and adjusted the “applicant's” reactions dependent upon recruiter responses but I have not seen nor heard of that program since NROU.”
- “SIMmersion would probably be beneficial if it were available to use.”

- “The program helps in the beginning to start the foundation but it does not really portray the pressure of a real interview due to it has not the real emotions or response of a real person. Its fake readable emotions based on a choice of questions instead of using your own self to think of the best questions to ask.

As of December 2009, recruiters at ENRO received 2.5 instructional hours of their five-week recruiter-training program on NRST/SIMmersion. While introduction and basic familiarization to the simulation may require little time, more individual use and exposure to the program should be increased at this level. There should be no assumption that the program will automatically use in the field. Studies have shown that self paced training and simulation programs when “available to, even highly motivated, employees does not mean that they can and will use them” (Slotte & Herbert, 2008, p. 165). Singh (2003) reported,

Stanford University has over 10 years of experience with self-paced enrichment programs for gifted youth. Their problem was that only slightly more than half of their highly motivated students would complete the programs. They diagnosed the problem as a mismatch between the student’s desired learning style—interactive, social, mentored learning—with the delivery technology. Their introduction of live e-learning into their program raised the completion rate up to 94% by addressing these needs. The improvement was attributed to the ability of a scheduled live event to motivate learners to complete self-paced materials on time; the availability of interaction with instructors and peers; and higher quality mentoring experiences. The Stanford research strongly suggests that linking self-paced material to live e-learning delivery could have a profound effect on overall usage and completion rates—enabling organizations to radically increase the return from their existing investments in self-paced content. (p. 8)

The Symposium on PC-based Simulations and Gaming for Military Training (2004) suggested that the simulation trainers were pivotal to the success of the simulation experience. “The instructors should ensure that the training objectives are being met by the students” (Belanich, Mullin, & Dressel, 2004, p. 6). Employees whose efforts to interact with the simulation that were guided by an instructor achieved greater positive

outcomes from the simulation. “Without instructors monitoring game use, many participants stated that there was a possibility for negative training to occur” (Belanich, Mullin, & Dressel, 2004, p. 3).

D. SUMMARY

In summary, the overall survey indicated that approximately 69 percent of enlisted recruiters chose not to offer an opinion regarding NRST/SIMmersion and its features and benefits. Also reported, almost 61 percent of the responding recruiters do not use the program. Of the recruiters who responded to the survey and submitted an opinion of the simulation program, greater satisfaction was expressed in the computer program itself than with the expected results, as outlined in the NRST Business Needs Document (2008).

Additional results of the survey indicate that PSS, the foundation of NRST/SIMmersion, is accepted by 67 percent of the responding recruiters. At the same time, PSS and NRST/SIMmersion are apparently not seen as related. Finally, 46.4 percent of total respondents recall having training related to NRST/SIMmersion at NORU. The following chapter will examine the results from the Supervisor Survey in the same format used to review the Recruiter Survey.

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V. SUPERVISOR SURVEY

This chapter examines results from the Supervisor Survey that was distributed in January 2010 to enlisted supervisors (pay grades E-6 through E-9) within Navy Recruiting Command (NRC). The majority of the supervisors who responded to the survey were Recruiters-in-Charge (RINC), who typically supervise fewer than five recruiters. These supervisors are considered frontline managers with daily contact and interaction with the recruiters. The results are discussed below.

A. SUMMARY STATISTICS

As noted in Chapter III, seven questions on the Supervisor Survey included statements that specifically addressed the simulation program. The responses to these seven statements—requiring levels of agreement or disagreement—are the principal outcome of this study. Table 6 shows the mean and standard deviation for each of the seven statements on the survey, divided by the five optional choices. As seen in Table 1, 413 supervisors completed the survey. The most-frequent response selected was “Neither Agree nor Disagree” ($M=0.713$, $SD=0.461$). The least-frequent response selected was “Somewhat Disagree” ($M=0.023$, $SD=0.143$). The respondents who disagreed were more inclined to answer “Disagree” ($M=0.090$, $SD=0.280$) than “Somewhat Disagree” ($M=0.023$, $SD=0.143$). Conversely, the respondents who agreed were more likely to answer “Somewhat Agree” ($M=0.117$, $SD=0.313$) rather than “Agree” ($M=0.057$, $SD=0.217$).

Table 6. Supervisor Survey: Summary Statistics by Survey Statement and Level of Agreement

Survey Statement	Variable	Mean	Std. Dev.
Overall average	Agree	0.057	0.217
	Somewhat Agree	0.117	0.313
	Neither Agree nor Disagree	0.713	0.461
	Somewhat Disagree	0.023	0.140
	Disagree	0.090	0.280
NRST/Simmersion has increased my confidence as a Recruiter	Agree	0.048	0.210
	Somewhat Agree	0.143	0.345
	Neither Agree nor Disagree	0.691	0.472
	Somewhat Disagree	0.013	0.109
	Disagree	0.119	0.303
My sales skills have improved since using NRST/Simmersion	Agree	0.050	0.215
	Somewhat Agree	0.143	0.345
	Neither Agree nor Disagree	0.681	0.476
	Somewhat Disagree	0.028	0.161
	Disagree	0.098	0.293
My production has increased due to using NRST/Simmersion	Agree	0.023	0.146
	Somewhat Agree	0.058	0.230
	Neither Agree nor Disagree	0.769	0.439
	Somewhat Disagree	0.033	0.175
	Disagree	0.118	0.318

Survey Statement	Variable	Mean	Std. Dev.
The amount of time I spend with unqualified applicants has decreased since using NRST/Simmersion	Agree	0.025	0.154
	Somewhat Agree	0.108	0.306
	Neither Agree nor Disagree	0.741	0.452
	Somewhat Disagree	0.023	0.146
	Disagree	0.103	0.299
The feedback provided by NRST/Simmersion is helpful	Agree	0.126	0.327
	Somewhat Agree	0.143	0.345
	Neither Agree nor Disagree	0.646	0.485
	Somewhat Disagree	0.018	0.129
	Disagree	0.068	0.247
Higher RQB pass rate	Agree	0.038	0.187
	Somewhat Agree	0.088	0.279
	Neither Agree nor Disagree	0.789	0.427
	Somewhat Disagree	0.018	0.129
	Disagree	0.068	0.247
A program, such as NRST/Simmersion could be successfully used for other jobs in the Navy	Agree	0.090	0.282
	Somewhat Agree	.0 138	0.340
	Neither Agree nor Disagree	0.676	0.477
	Somewhat Disagree	0.025	0.154
	Disagree	0.070	0.252

Table 6 offers only partial understanding of the results. Similar to the results from the Recruiter Survey, at least *two out of every three* supervisors who responded chose “Neither Agree nor Disagree.” This result is a consistent theme in the responses, and it is further discussed in the final chapter of the thesis. As seen in Table 6, on average, 71.1 percent of the responding supervisors selected “Neither Agree nor Disagree.” One can get a better sense of the comparative frequency of supervisors’ answers in Figure 13, where

“Neither Disagree nor Agree” dominates the visual display. Clearly, this information is critical in understanding the level of supervisors’ knowledge about NRST/SIMmersion and its use in the field. According to the ENRO MOD3 Lesson Plan, the entire enlisted supervisor chain of command—which includes Chief Recruiters, Assistant Chief Recruiters, Zone Supervisors, and Recruiters-in-Charge—are responsible for ensuring that the NRDs and Recruiting Personnel utilize NRST/SIMmersion monthly (ENRO Lesson Plan, December 2009).

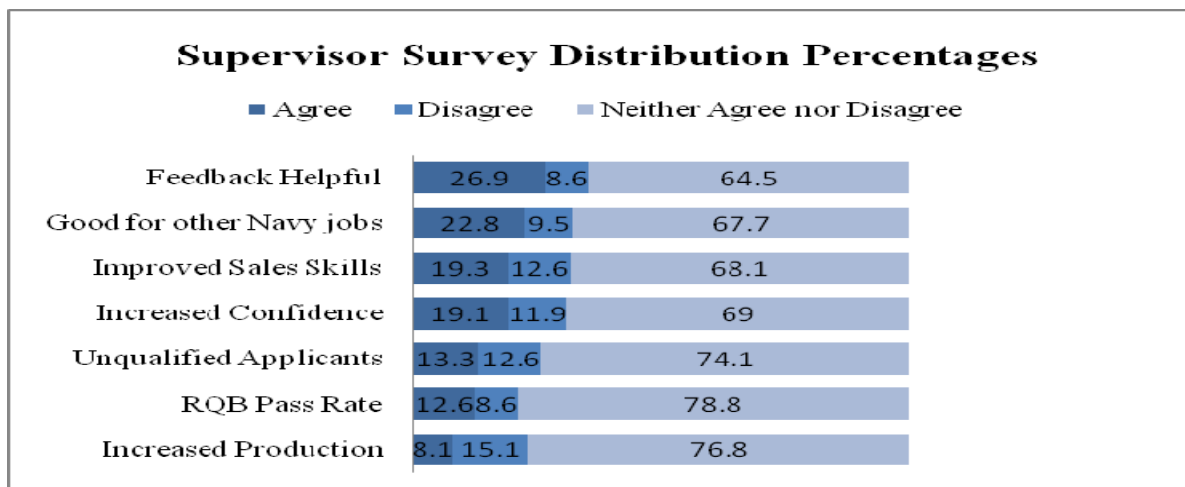


Figure 13. Percentage Distribution of Supervisor Responses to Statements by Agree, Disagree, or Neither Agree nor Disagree

As previously observed, a primary objective of the present study is to gauge the opinions of supervisors regarding NRST/SIMmersion. Based on the comments of supervisors and other indicators, it is believed that most respondents who expressed “no opinion” were not familiar with NRST/SIMmersion, had very limited experience with the simulation program, or simply did not recognize its proper name (or function). Consequently, the following discussion of survey results focuses exclusively on the opinions of supervisors who seem to be aware of NRST/SIMmersion and more likely manage recruiters who employ the simulation tool.

B. THEMES

Themes were developed from the Supervisor survey, based on the seven statements that addressed experiences with NRST/SIMmersion and supervisors' opinions of the simulation program. The percentages of supervisors who either agreed or disagreed with the statements are compared. Selected comments of supervisors that relate to a theme are presented to further illustrate opinions. The themes are presented in order, from highest level of agreement to least.

1. Many Supervisors Find NRST/SIMmersion Feedback Helpful

As Figure 14 shows, considerably more supervisors agree (26.5 percent) than disagree (6.8 percent) that the feedback provided by NRST/SIMmersion is helpful. Because the simulation is a controlled environment, it is likely that this feature allows supervisors to see how recruiters perform in a less stressful situation. The results of the simulation can then be compared with results obtained by traditional sales lab analysis and used to assist the Supervisor in identifying a recruiter's weaknesses. No written comments were submitted by supervisors on this topic.

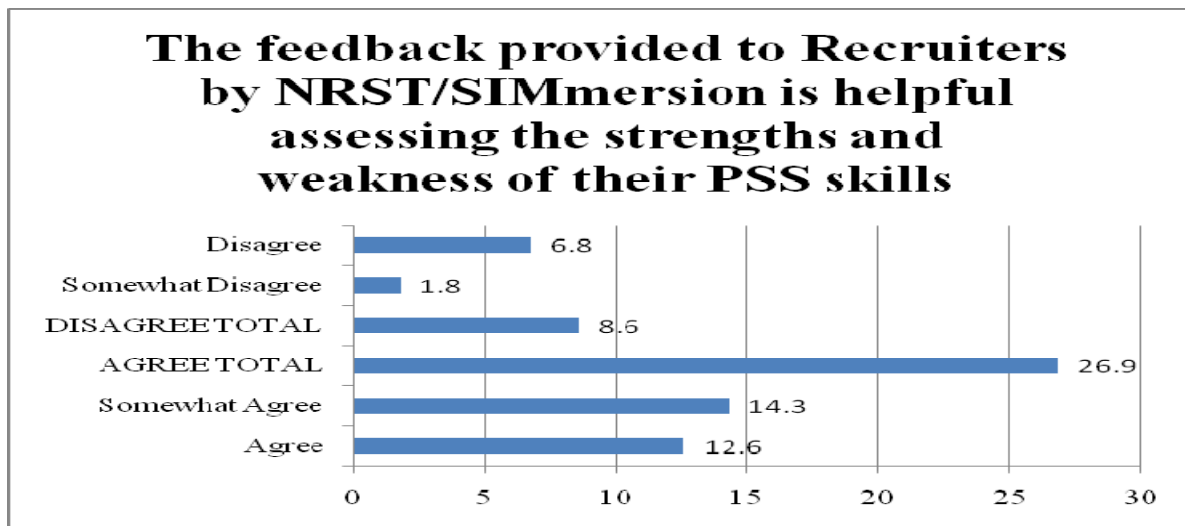


Figure 14. Supervisor Survey: Percentage Levels of Agreement/Disagreement on NRST/SIMmersion Feedback

2. Supervisors Tend to Think Programs Similar to NRST/SIMmersion Are Good for Other Navy Jobs

Figure 15 shows that nearly 23 percent of the supervisors think programs similar to NRST/SIMmersion would be good for other jobs in the Navy. This compares with less than 10 percent of supervisors who disagree. With computer technology and gaming so prevalent in the lives of many of the young adults, this result is not surprising. Tapscott (2009) writes, “The Net Generation wants entertainment and play in their work, education, and social life....From their experience in the latest video games, they know that there’s always more than one way to achieve a goal....This is a generation that has been bred on interactive experiences.” (p. 35) No written comments were submitted by supervisors on this topic.

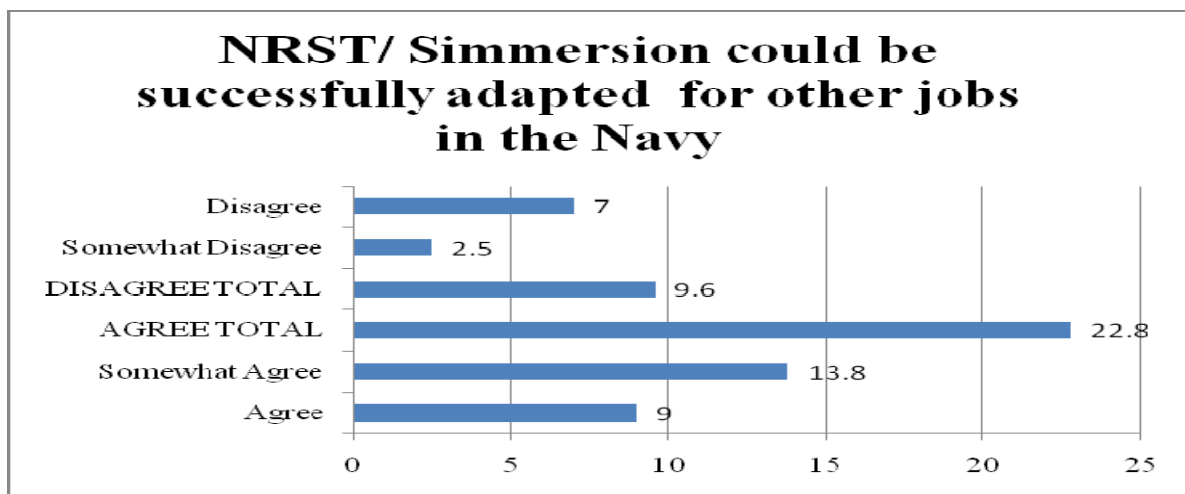


Figure 15. Supervisor Survey: Percentage Levels of Agreement/Disagreement on Using NRST/SIMmersion for Other Navy Jobs

3. Many Supervisors Think NRST/SIMmersion Has Improved Recruiters' Sales Skills

Almost 20 percent of the responding supervisors agree that NRST/SIMmersion has improved their recruiters' sales skills (see Figure 16). Recall from results presented in the previous chapter, recruiters also tended to agree that the simulation program had improved their sales skills. These opinions are supported by the idea that more practice in

a given area leads to an improved skill set in that area. It is important to note that, although “practice is not likely to guarantee perfection, . . . it usually leads to improved retention. Studies show that retention improves with increased rehearsal” (Weiten, 2007, p. 291).

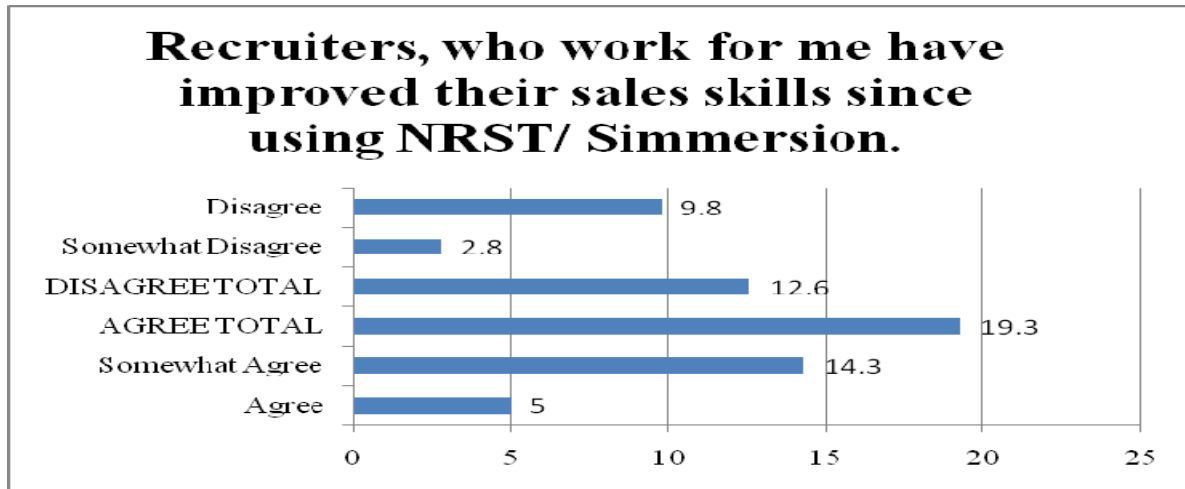


Figure 16. Percentage Levels of Agreement/Disagreement on Improvement in Sales Skills with NRST/SIMmersion

- Supervisors' Comments
 - “It is good for beginners and brushing up on skills but talking to people is different than talking to a computer it can’t replace the real thing”
 - “SIMmersion software is an easier and quicker way to complete sales labs for recruiters but it does not compare to the doing sales labs with a recruiter, a recruiter playing the applicant and an observer due to the fact a recruiter can pull from personal experience in asking questions and giving scenarios that they have seen firsthand in the local recruiting environment.”
 - “I believe this tool must be implemented as mandatory training every Friday to ensure recruiters skills.”
 - “This program has brought my recruiters’ sales skill down due to the fact gives them answers and they can just guess. In a real recruiting sales call, there are no guess you gotta understand what the person is looking for and have a complete understanding of what they need.”
 - “Just received information about the program. Sounds like it will sharpen our recruiter's sales skills tremendously.”

4. Most Supervisors Feel NRST/SIMmersion Has Increased Recruiters' Confidence

Unlike recruiters, who tended to disagree that NRST/SIMmersion has improved their confidence, most supervisors who expressed an opinion felt that the simulation program has boosted their recruiters' confidence. As seen in Figure 17, about one in five supervisors reported increased confidence in recruiters, compared with just under 12 percent who felt otherwise. Increased confidence is an expected result of the program, according to the NRST Business Needs Document (2008). Although increased confidence is subjective criteria, supervisors may be aware of subtle changes in the recruiter's behavior that is not apparent to the recruiters themselves.



Figure 17. Supervisor Survey: Percentage Levels of Agreement/Disagreement on Whether NRST/SIMmersion Increases Confidence

- Supervisors' Comments:
 - "This is an excellent tool. Works best for recruiters just starting out when their confidence is low. We use it like a competition/game during Zone Training to see who does the best."
 - "SIMMERSION takes the real life applicant out of the situation. It has been my experience that recruiters get comfortable setting by themselves interacting with the computer. When it come to having a human in their face asking question and having real concerns they do not have the ability to read and then choose their next response."

- “Yes, this program for what I’ve seen could be great for the new recruiter coming out to the field. However after they use it a few times they know the answers and it no longer effective. This program gives the same outcome 98% of the time.”
- “Simmersion is a great tool and keeps recruiters thinking.”
- “SIMmersion is a good program. However, I do not think it adequately replaces face to face roll playing, it can give a false sense of confidence if used without live, personal and intuitive feedback.”

5. Supervisors Are Divided on Whether NRST/SIMmersion Helps to Cut Time Spent with Unqualified Applicants

Figure 18 indicates that the responding supervisors are fairly divided as to whether NRST/SIMmersion has helped recruiters reduce the amount of time they spend with unqualified applicants. The recruiters themselves indicated that many real-life applicants try to conceal critical information, which is not covered in the simulation program. No written comments from supervisors were submitted on this topic.

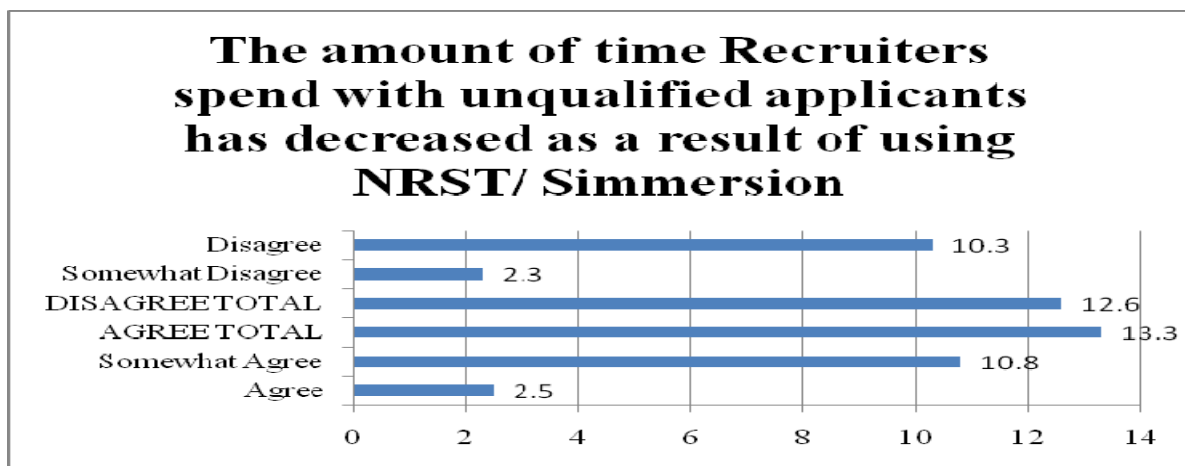


Figure 18. Supervisor Survey: Percentage Levels of Agreement/Disagreement on Whether NRST/SIMmersion Helps Reduce Time with Unqualified Applicants

6. Although Divided, Supervisors Tend to Believe Recruiters Who Use NRST/SIMmersion Have a Higher Pass Rate on the RQB.

Supervisors tend to agree that positive results can be attributed to using NRST/SIMmersion. However, proportionately fewer supervisors than on other statements dealing with such positive results felt that the simulation program assisted recruiters in passing the Recruiter Qualification Board or RQB. As seen in Figure 19, less than 13 percent of supervisors saw this as a benefit, while almost 9 percent disagreed that NRST/SIMmersion had helped their recruiters pass the RQB. No written comments were submitted on this topic.

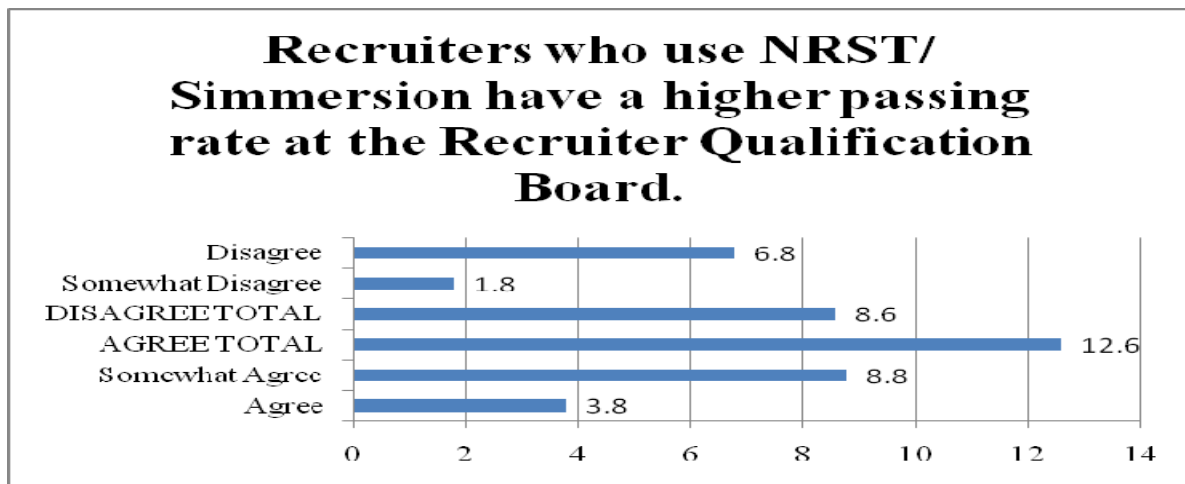


Figure 19. Supervisor Survey: Percentage Level of Agreement/Disagreement on Whether NRST/SIMmersion Helps Recruiters Pass RQB

7. Supervisors Tend to Disagree That NRST/SIMmersion Has Had a Direct Impact on Increased Production

This statement on the survey implies that increased production can result directly from using NRST/SIMmersion. The responses by most supervisors seem to say that increased production can be attributed to various factors, but tying such increases directly to the simulation program would be a stretch. As Figure 20 shows, about 8 percent of supervisors agreed with the statement. This compares with over 15 percent who disagreed, including nearly 12 percent who disagreed without qualification. This result is similar to that found on the Recruiter Survey. In all likelihood, both supervisors and

recruiters hesitate in giving credit to the simulation program when they know that other factors, such as relatively high unemployment or simply the hard work and dedication of recruiters themselves, play a powerful role in recruiting success.

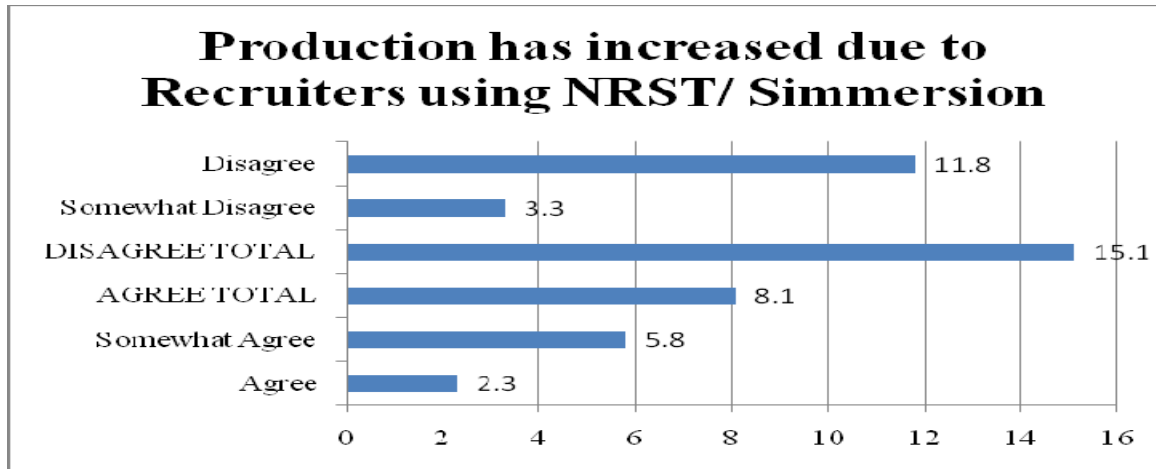


Figure 20. Supervisor Survey: Percentage Levels of Agreement/Disagreement on Whether NRST/SIMmersion Has Influenced Production

- Supervisors' Comments
 - “Recruiters need to get out from behind their desks and recruit! Staring at a computer screen all day has never put anyone in the Navy.”
 - “I really don't think that in today's NAVY the tool is very useful.”
 - “In today's recruiting I feel the tool is not being used to its potential, but soon when goals increase and new recruiters are allowed a NRD's it will be a great tool for our stations. Many RINC's have not seen this tool.”

C. ADDITIONAL SURVEY RESULTS

1. Recruiter Use of NRST/SIMmersion

The supervisors were asked about their knowledge of recruiter use of NRST/SIMmersion. The results overwhelmingly indicate that a large majority of supervisors have not observed recruiters using the simulation for training. Indeed, as seen in Table 7, two out of three supervisors say that they have never seen recruiters using the

simulation program in the office; at the same time, three out of four recruiters say that they have never observed recruiters using the program outside the office. This information corresponds with the responses of recruiters themselves on the Recruiter Survey.

Table 7. Supervisors' Knowledge of NRST/SIMmersion Use by Recruiters

On average, how often do you see Recruiters use NRST/Simmersion in an office setting?	4 or more times a week	2-3 times a week	Fewer than 2 times a week	I have never seen Recruiters use NRST/Simmersion in the office
	1.5%	6.0%	30.0%	62.5%

Have you ever observed Recruiters using NRST/Simmersion program outside the office?	Yes	No	I do not know
	9.0%	76.0%	15.0%

2. Written Responses

In addition to the formal survey, supervisors were asked to submit written comments about NRST/SIMmersion that might be helpful. Twenty percent of the supervisors who responded to the survey submitted written comments. (See Appendix B) Twenty-two of the supervisors commented that they had no or limited knowledge of NRST/SIMmersion. Selected comments on this theme are presented below.

- “I have not seen any on my recruiters using it so it was hard for me to answer all of the questions.”
- “Simmersion has not made its way out to our Station yet.”
- “Not installed on our computers.”
- “No clue what this is!”
- “Never used but would like more information and training on how to use and where to find”

Twenty-six written comments were submitted by supervisors on problems with the simulation program itself or its apparent incompatibility with NMCI. Below are a few of the supervisor's comments about the computer interface.

- "I think it is a great tool. The software push and instruction for installing through NMCI is difficult. I hate the fact you have to get it pushed then install voice. Web-based training would be better."
- "We do not have a working version of the software in our office"
- "In my last station, the tool couldn't be loaded on the computer due to physical memory."
- "The tool is a good tool. It just runs pretty slow and that is what prevents the recruiter from using it as often. I love the program and think it is a good thing if it can run faster on the computers."
- "I've seen the tool used at NORU, has hit the field but recruiters have too much difficulty with NMCI and the computers accepting the program."

D. SUMMARY

In summary, half of the supervisors who responded to the survey do not remember having any exposure to the simulation program; additionally, over 62 percent of the supervisors say they have never observed recruiters using NRST/SIMmersion. On average, 71 percent of the supervisors chose to submit "no opinion," neither agreeing nor disagreeing with survey statements. Of the supervisors who expressed an opinion about the program, the majority agreed that the feedback generated from each simulation is a key benefit. Similar to the responses from recruiters, few supervisors felt that NRST/SIMmersion has shown much impact on production. In addition to the survey results, a number of supervisors provided written comments that mentioned technical problems associated with the program. The following chapter provides a summary, conclusions, and recommendations for further study of this simulation program.

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VI. SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

A. SUMMARY

In 2008, the Navy Recruiting Orientation Unit (NORU) added a new training tool to its Enlisted Navy Recruiting Orientation (ENRO) Professional Selling Skills (PSS) training platform. This new training device, Navy Recruiting Simulation Tool (NRST—more commonly known to Navy recruiters as Simmersion)—is a computer-based, interactive role-playing program. It is designed to enhance a recruiter's sales skills with continuing training beyond the formal classroom. The NRST Business Needs Document (2008) indicates that NRST/SIMmersion is expected to provide a formal, life-like, training tool that “allows the recruiter to practice and reinforce necessary conversational skills at any time, from anywhere, and with multiple unique simulated applicants” (p. 6).

Since NRST/SIMmersion has only been operational for roughly two years, no large-scale study has been undertaken to gauge its employment in the field and the practical experiences of recruiters who are using it. The present study is exploratory and represents the first such effort to examine the knowledge, views, and experiences of Navy recruiters and recruiting supervisors regarding NRST/SIMmersion. Consequently, this thesis should be seen as merely a starting point for evaluating the use and effectiveness of the interactive, role-playing program.

A review of previous research on role-play and simulations used in training indicates that these tools enhance the long-term memory and retention of newly learned information or skills. Computer simulations provide the same level of practice as personal one-on-one role-play. Using simulation programs to train personnel thus formalizes the instructional process across-the-board and allows individuals to train at their own pace and on their own schedule. NRST/SIMmersion was introduced to fulfill this objective while helping to build recruiters' confidence, hone blueprinting skills, enhance communication skills, and assist recruiters with their time management. Prior to NRST/SIMmersion, recruiters had no formal, follow-on sales training after ENRO.

Two surveys were developed in consultation with NRC, one survey for recruiters and another for their supervisors. These surveys were administered through Survey Monkeytm, an online survey data collection service, over a two-week period in January 2010. A total of 1,058 responses were received, including 645 recruiters and 413 supervisors. The respective response rates were 12.5 percent for recruiters and 7.9 percent for supervisors. Generally, the survey results revealed inconsistencies between the expected outcomes, described in NRST Business Needs Document (2008), and the actual experiences and perceptions of recruiters who use—or do not use—NRST/SIMmersion in the field. More specifically, survey results show the following.

- Several statements were presented on the survey relating to NRST/SIMmersion. These statements expressed a positive view on the use or value of the simulation program. Survey participants were asked to “Agree,” “Somewhat Agree,” “Somewhat Disagree,” or “Neither Agree nor Disagree.” On average, *two out of three* recruiters and nearly *three out of four* supervisors who responded to the survey chose to answer these statements on NRST/SIMmersion with “Neither Agree nor Disagree.”
- Both recruiters and supervisors who participated in the survey indicated a low level of awareness and usage of NRST/SIMmersion.
- Consistently, recruiters and supervisors who disagreed with positive statements on the survey were far more emphatic in their opinion than were those who agreed. For example, recruiters who agreed were generally more likely to select “Somewhat Agree” (13 percent) than “Agree” (8 percent); and those who disagreed were more likely to “Disagree” (14 percent) than to “Somewhat Disagree” (2 percent).
- Four out five recruiters do *not* feel that NRST/SIMmersion has positively affected their confidence, sales skills, productivity, or time management. This result reflects the considerable proportion of recruiters who expressed “no opinion” on related statements.
- Among recruiters who agreed or disagreed with statements on NRST/SIMmersion, proportionately more agreed than disagreed that it was easy to use, that they were satisfied with the computer interface, that feedback was helpful, that the program could be used in other jobs, that they enjoyed using the program, and that the program improved their sales skills.

B. CONCLUSIONS

It is likely that most of the recruiters and supervisors who chose to answer survey questions with “Neither Agree nor Disagree”—an average of 63 percent of recruiters and 71 percent of supervisors—either do not use NRST/SIMmersion or do not recognize its proper name (or function). Those who do not use the program may have attended ENRO prior to the introduction of the simulation program in 2008 or chose to not use the tool. The demographic questions from the two surveys shed some light on this possible explanation. In fact, as seen in Appendix B, approximately 63 percent of the recruiters who responded to survey have been recruiting for less than two years. A majority of these recruiters would have been exposed to NRST/SIMmersion in ENRO. This is confirmed by a question on the survey that asked recruiters if their training at ENRO included NRST/SIMmersion. Almost half (46 percent) of all recruiters who responded to the survey confirmed that their ENRO training included NRST/SIMmersion. At the same time, one-third (32 percent) of the recruiters claimed that NRST/SIMmersion was not part of their ENRO training, and another 21 percent could not remember. As for the supervisors (see Appendix B), 41 percent claimed to have never seen NRST/SIMmersion demonstrated, and another 9 percent could not remember. That leaves half of all supervisors who responded saying that they have either used the simulation program or seen it demonstrated.

From these responses of recruiters and supervisors, it can be concluded that just half of all recruiters and supervisors were familiar with NRST/SIMmersion at the time of the survey in January 2010. This would help to explain why such a large proportion of both groups chose to “Neither Agree nor Disagree” on statements relating to the simulation program. Still, the proportions of recruiters and supervisors who consistently chose to express no firm opinion on these simple statements far exceeds the proportions of those who claimed to have no working knowledge of the simulation program. Another factor that likely contributed to the high proportions of respondents with no opinion—as well as the finding that many recruiters and supervisors tended to qualify their opinions with “somewhat” (as in “Somewhat Agree”)—is the understanding that NRST/SIMmersion was relatively new in January 2010 to even those who may have

trained with it in ENRO and are actually using it in the field. Perhaps these recruiters and supervisors do not yet feel comfortable in expressing a strong opinion, or any opinion.

In any case, as many as half (or more) of recruiters and supervisors may not be at all familiar with NRST/SIMmersion, and this obviously limits its potential value in the field. If the simulation program is intended for widespread use, it needs to be more widely “introduced” to recruiters and supervisors. In addition, even those who claimed to be familiar with NRST/SIMmersion may not be using it very often, for one reason or another: up to 61 percent of recruiters say that they do not use it at all, while 34 percent claim to use it fewer than twice weekly; and 63 percent of supervisors say that they have never seen their recruiters using it. The least positive response regarding NRST/SIMmersion was its effect on recruiters’ abilities. Only one out of five recruiters thought it improved their sales skills. Just over 10 percent agreed that using NRST/SIMmersion increased their production. However, once again, it is possible that the lack of use and awareness of the program by recruiters and supervisors, as well as its relative newness, have contributed to these rather lukewarm assessments of its contributions and value. With greater awareness and expanded use of NRST/SIMmersion, these results may change.

The largest positive response associated with NRST/SIMmersion was its ease of use. One third of the recruiters responded positively to this question. This positive response could have been even greater if more recruiters were using the program (over half expressed no opinion). On the other hand, 35 recruiters submitted a comment addressing some technical aspect of the program with which they were dissatisfied. These comments included their inability to load the program properly or to use it on NMCI system computers. The negative comments on usability are influenced largely by the program’s lack of compatibility with existing platforms. Indeed, although many recruiters who are familiar with the program say that it is easy to use, many also claim that they have problems. Compatibility issues between NRST/SIMmersion and NMCI may contribute to recruiters’ lack of use and, consequently, the more negative perceptions of recruiters about the program’s ability to improve their recruiting abilities.

C. RECOMMENDATIONS

1. Further Studies Should Be Conducted to Examine the Learning, Behavior, and Organizational Results of NRST/SIMmersion

The present research is a baseline, exploratory study of NRST/SIMmersion. The study was also conducted relatively early in the operational history of the program, when up to half (or more) of recruiters and supervisors may not have been familiar with it. According to the Kirkpatrick Evaluation Framework (Kirkpatrick & Kirkpatrick, 2005) gathering opinions from trainees is the first step in evaluating whether a training program is meeting its objectives. Conducting studies based on each level of the evaluation framework would present a more complete picture of the costs and benefits associated with the program. In the shorter term, continuing evaluation would help to identify possible issues or problems that can be resolved to enhance recruiters' experience with this simulation program.

2. Review the Process for Educating NRC About NRST/SIMmersion

The majority of recruiters and supervisors who responded to the survey indicated a lack of awareness with NRST/SIMmersion. Goldstein and Ford (2002) emphasize that training programs tend to be more successful when these programs are strongly supported by supervisors. When supervisors become more aware of the benefits that can be achieved through training simulations, their increased acceptance or "buy in" to this new training platform should follow.

3. Consider Increasing NRST/SIMmersion Exposure at ENRO

Immediately associating the use of sales skills training with NRST/SIMmersion is critical. According to Mathis and Jackson (2008), "A review of 150 organizations found that as few as 34% of employees apply training to their jobs within the first year of training. That study showed that employees may use the training immediately, but then decrease its use over time" (p. 272). The main reason for this decrease in long-term skill transfer may be associated with competing interests in the work environment or the level

of importance placed on the specific training platform or skill during training, or both. Competing interests in the workplace are likely to always exist; however, the level of emphasis during the training process can be adjusted. Since PSS is the foundation of the simulation program, and the Recruiter Survey indicates a high level of confidence in its usefulness, the two should be linked in theory and practice as soon as possible. In this manner, recruiters can apply their newly developed sales skills while increasing their use of NRST/SIMmersion. This is likely to foster greater connection and acceptance of the program, leading to its increased use in the field.

4. Explore Ways to Enhance Technical Support for NRST/SIMmersion

Technical issues are a barrier to the acceptance of computer-based programs. Previous research (Belanich, Mullin, & Dressel, 2004, p. 7) shows “the need for better technical support to ensure that the use of training games run without technical glitches.” is paramount to acceptance of the program. Providing technical assistance would reduce recruiters’ frustration level with NRST/SIMmersion and likely result in increased use of the program.

APPENDIX A.

Appendix A

From: **Error! Hyperlink reference not valid.** Sent: Tue 1/26/2010 12:42 PM
To: **Error! Hyperlink reference not valid.**
Cc: **Error! Hyperlink reference not valid.; Error! Hyperlink reference not valid.**
Subject: FW: RECRUITER QOL SURVEY

Mr. Callis,
Below is the email and links that need to be sent to the field to support LCDR Jones' thesis project. Please forward to all field recruiters. Thanks.
Vr
Mike

Navy Recruiting Command Enlisted Production Personnel,

You are invited to participate in a research study entitled Study of Interactive Simulation Training for Navy Recruiters. The purpose of this research is to study the Navy Recruiting Simulation Tool (NRST), also known as Simmersion, to determine if the program affects the performance of Navy enlisted recruiters.

This results of this survey support a study being conducted at the Naval Postgraduate School.

This is an online survey and should take no more than about 15 minutes to complete. You will NOT be asked to provide any personally identifiable information and participation is strictly voluntary.

Enlisted Recruiters may participate using the link below.

<https://www.surveymonkey.com/s/recruitersimmersionsurvey>

RINCs, Zone Sups, ACRs, CRs and Training Chief may participate using the link below.

<https://www.surveymonkey.com/s/supervisorsimmersionsurvey>

Thank you again for your time and your assistance on the study.

Recruiter NRST/Simmersion Evaluation
Web Link: recruitersimmersion.surveymonkey.com



SurveyMonkey

1. Consent

Naval Postgraduate School
Consent to Participate in Research

Introduction. You are invited to participate in a research study entitled Study of Interactive Simulation Training for Navy Recruiters. This research is being conducted as part of a Navy Postgraduate School thesis. The purpose of this research is to study Navy Recruiting Simulation Tool (NRST), otherwise known as Simmersion, to determine if the program affects the performance of Navy enlisted recruiters.

Procedures. The online survey contains 24 questions and should take no more than about 15 minutes to complete. You will NOT be asked to provide any personally identifiable information. Participation is strictly voluntary.

Voluntary Nature of the Study. Your participation in this study is strictly voluntary. If you choose to participate you can change your mind at any time and withdraw from the study. You will not be penalized in any way or lose any benefits to which you would otherwise be entitled if you choose not to participate in this study or to withdraw.

Potential Risks and Discomforts. There are no potential risks of participating in this study.

Anticipated Benefits. Anticipated benefits from this study are to determine if Navy Recruiting Simulation Tool (NRST), otherwise known as Simmersion affects the performance of Navy enlisted recruiters. This research could be of significant value to the Navy in determining the feasibility of using more simulation based training and similar approaches to target specific skill sets.

You will not directly benefit from your participation in this research.

Compensation for Participation. No tangible compensation will be given. A copy of the research results will be available at the conclusion of the experiment at the "Library" link at NPS.EDU Confidentiality & Privacy Act. Any information that is obtained during this study will be kept confidential to the full extent permitted by law. All efforts, within reason, will be made to keep your personal information in your research record confidential but total confidentiality cannot be guaranteed. Nevertheless, data will be maintained and stored by the researcher in a secure framework, in accordance with the NPS Data Storage Instruction. However, it is possible that the researcher may be required to divulge information obtained in the course of this research to the subject's chain of command or other legal body.

Points of Contact. If you have any questions or comments about the research, or you experience an injury or have questions about any discomforts that you experience while taking part in this study please contact the Principal Investigator, Professor Mark J. Eitelberg: meitelberg@nps.edu. Questions about your rights as a research subject or any other concerns may be addressed to the Navy Postgraduate School IRB Chair, Dr. Angela O'Dea, 831-656-3966, alodea@nps.edu.

CONSENT

Continuing to the survey signals my consent to participate in the survey. I understand that this survey is voluntary and that my responses will be treated as anonymous and confidential. I do not waive my legal rights.

Supervisor NRST/Simmersion Evaluation

Web Link: supervisorimmersion.surveymonkey.com

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Consent to Participate in Research

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Procedures. The online survey contains 13 questions and should take no more than about 10 minutes to complete. You will NOT be asked to provide any personally identifiable information. Participation is strictly voluntary.

Voluntary Nature of the Study. Your participation in this study is strictly voluntary. If you choose to participate you can change your mind at any time and withdraw from the study. You will not be penalized in any way or lose any benefits to which you would otherwise be entitled if you choose not to participate in this study or to withdraw.

Potential Risks and Discomforts. There are no potential risks of participating in this study.

Anticipated Benefits. Anticipated benefits from this study are to determine if Navy Recruiting Simulation Tool (NRST), otherwise known as Simmersion affects the performance of Navy

enlisted recruiters. This research could be of significant value to the Navy in determining the feasibility of using more simulation based training and similar approaches to target specific skill sets.

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Confidentiality & Privacy Act. Any information that is obtained during this study will be kept confidential to the full extent permitted by law. All efforts, within reason, will be made to keep your personal information in your research record confidential but total confidentiality cannot be guaranteed. Nevertheless, data will be maintained and stored by the researcher in a secure framework, in accordance with the NPS Data Storage Instruction. However, it is possible that the researcher may be required to divulge information obtained in the course of this research to the subject's chain of command or other legal body.

Points of Contact. If you have any questions or comments about the research, or you experience an injury or have questions about any discomforts that you experience while taking part in this study please contact the Principal Investigator, Professor Mark J. Eitelberg: meitelberg@nps.edu. Questions about your rights as a research subject or any other concerns may be addressed to the Navy Postgraduate School IRB Chair, Dr. Angela O'Dea, 831-656-3966, alodea@nps.edu.

Consent

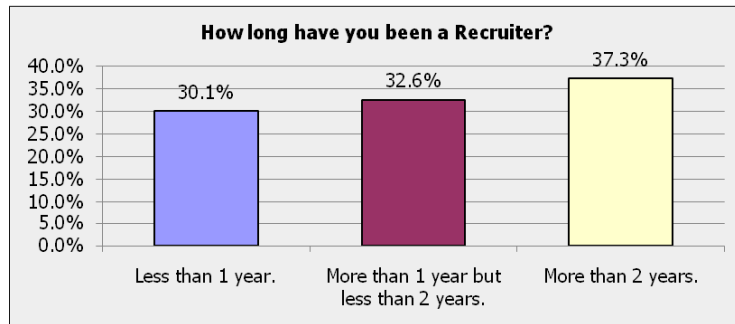
Continuing to the survey signals my consent to participate in the survey. I understand that this survey is voluntary and that my responses will be treated as anonymous and confidential. I do not waive my legal rights.

APPENDIX B.

Recruiter Survey and Results

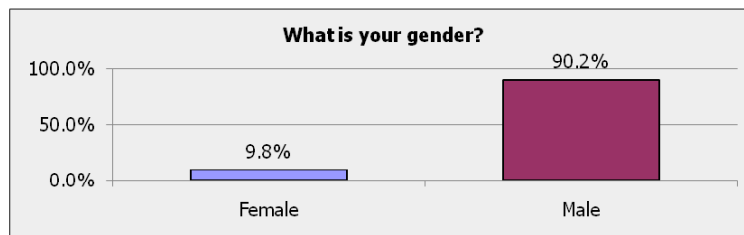
Part I Section 1

Question 1



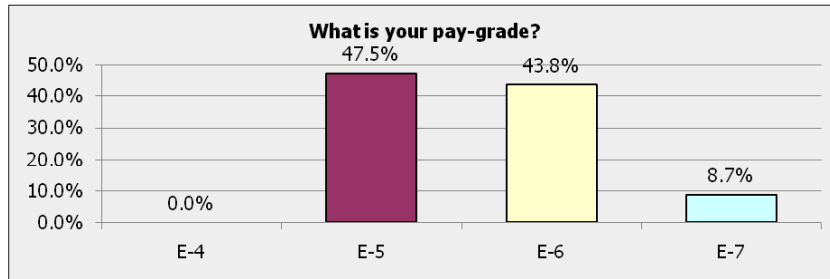
- 194 or 30.1% have been recruiting for less than 1 year
- 210 or 32.6% have been recruiting more than a year but less than 2 years
- 240 or 37.3% have been recruiting more than two years

Question 2



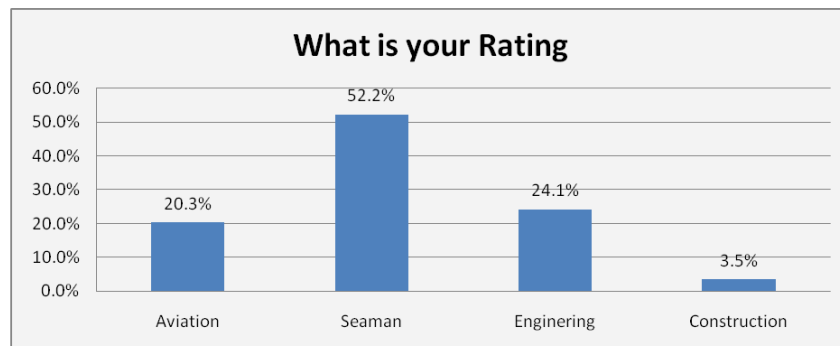
- 63 or 9.8% were female
- 581 or 90.2% were male

Question 3



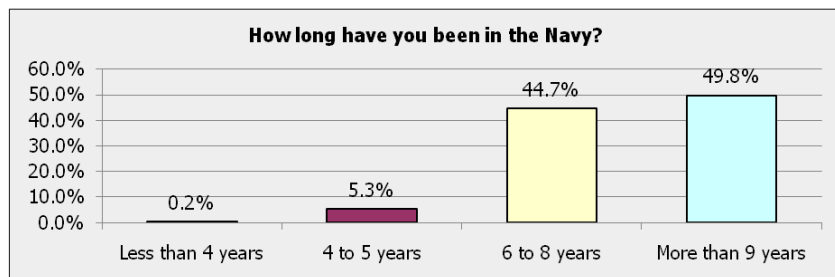
- 360 recruiters or 47.5% were E-5
- 282 recruiters or 43.8% were E-6
- 56 recruiters or 8.7% were E-7

Question 4



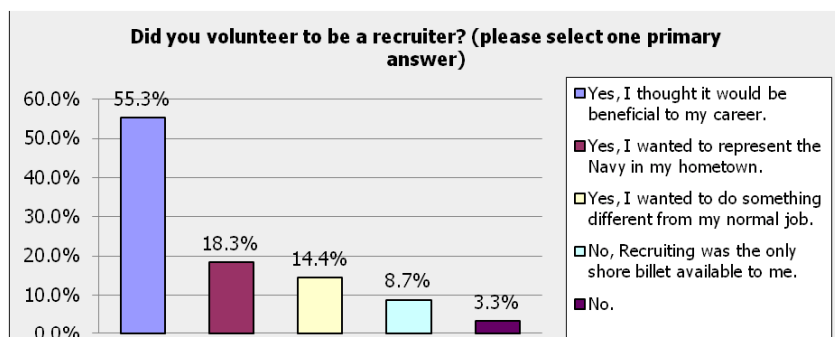
- 129 or 20.3% were in Aviation rates
- 332 or 52.2% were in Seaman rates
- 153 or 24.1% were in Engineering rates
- 22 or 3.5% were in Construction rates

Question 5



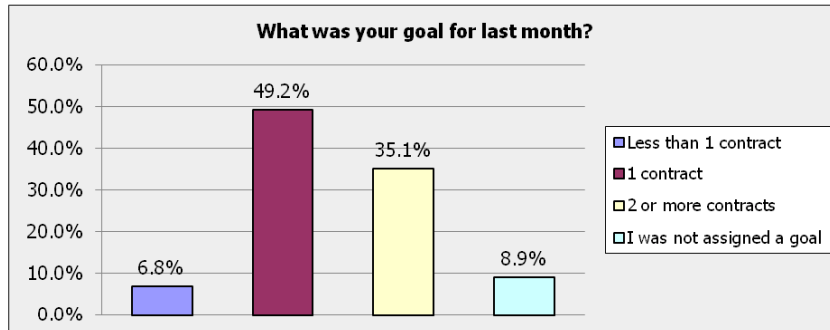
- 1 or .2% has less than 4 years in the Navy.
- 34 or 5.3% have been in the Navy 4-5 years.
- 288 or 44.7% have been in the Navy 6-8 years
- 321 or 49.8% have been in the Navy more than 9 years

Question 6



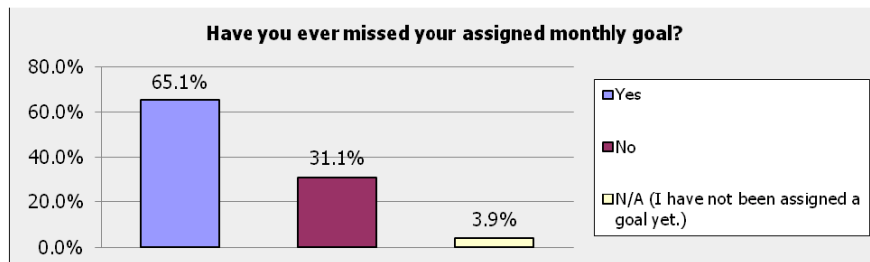
- 356 or 55.3% volunteered for recruiting duty because they thought it would be beneficial to their career
- 118 or 18.3% volunteered for recruiting duty because they wanted to represent the Navy in their home town
- 93 or 14.4% volunteered for recruiting duty because they wanted to do something different from their normal job
- 56 or 8.7% did not volunteer for recruiting duty; it was the only available shore billet available.
- 21 or 3.3% did not volunteer for recruiting duty

Question 7



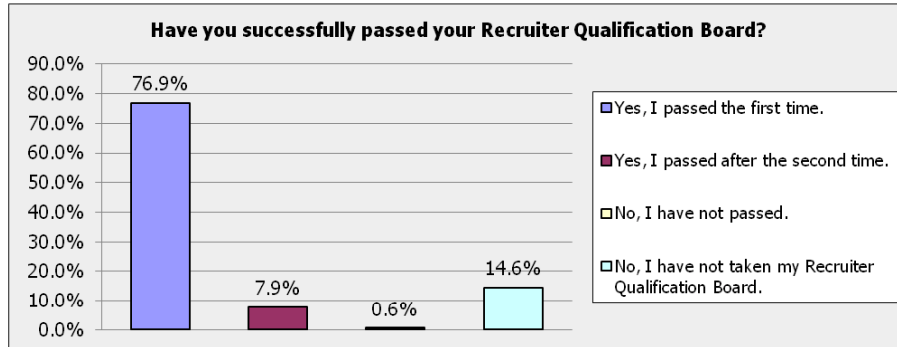
- 44 or 6.8% had a contract goal of less than 1 the previous month
- 317 or 49.2% had a contract goal of 1 the previous month
- 226 or 25.1% had a contract goal of 2 or more contracts the previous month
- 57 or 8.9% were not assigned a contract goal.

Question 8



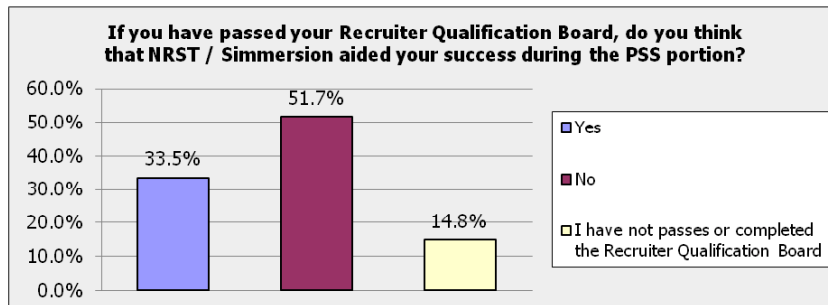
- 410 recruiters or 65.1% have missed a monthly assigned goal
- 200 recruiters or 31.3% have not missed a monthly assigned goal
- 25 recruiters or 3.9% have not been assigned a monthly goal

Question 9



- 495 recruiters or 76.0% passed the Recruiter Qualification Board on their first attempt
- 51 recruiters or 7.9% passed the Recruiter Qualification Board their second attempt
- 4 recruiters or .06% have not passed the Recruiter Qualification Board
- 94 recruiters or 14.6% have not taken the Recruiter Qualification Board.

Question 10

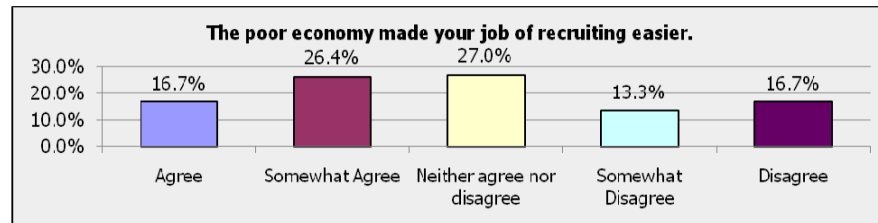


- 216 recruiters or 33.5% think that NRST/Simmersion helped them pass the PSS portion of the Recruiter Qualification Board
- 333 recruiters or 51.7% think that NRST/Simmersion did not help them pass the PSS portion of the Recruiter Qualification Board
- 95 recruiters or 14.8% have not passes or completed the Recruiter Qualification Board

Part I Section 2

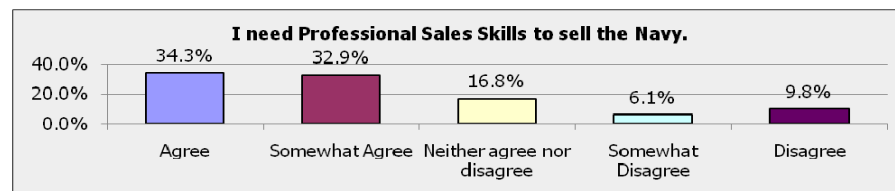
Do you *agree* or *disagree* with the statements in question 11 and 12 below?

Question 11



- 107 recruiters or 16.7% agree that the poor economy made recruiting easier
- 169 recruiters or 26.4% somewhat agree that the poor economy made recruiting easier
- 173 recruiters or 27.0% neither agree or disagree that the poor economy made recruiting easier
- 85 recruiters or 13.3% somewhat disagree that the poor economy made recruiting easier
- 107 recruiters or 16.7% disagree that the poor economy made recruiting easier

Question 12

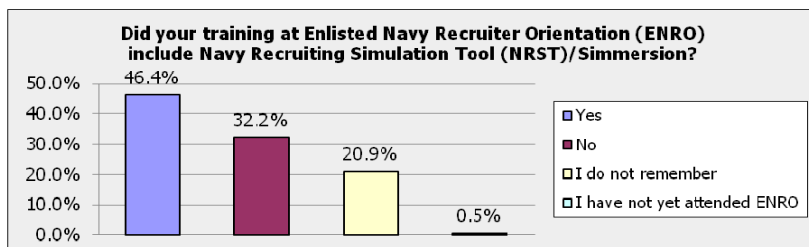


- 220 recruiters or 34.3% agree that they need Professional Selling Skills to sell the Navy
- 211 recruiters or 32.9% somewhat agree that they need Professional Skills to sell the Navy
- 108 recruiters or 16.8% neither agree or disagree that they need Professional Selling Skills to sell the Navy
- 39 recruiters or 6.1% somewhat disagree that they need Professional Selling Skills to sell the Navy
- 63 recruiters or 9.8% disagree that they need Professional Selling Skills to sell the Navy

PART II Section 1

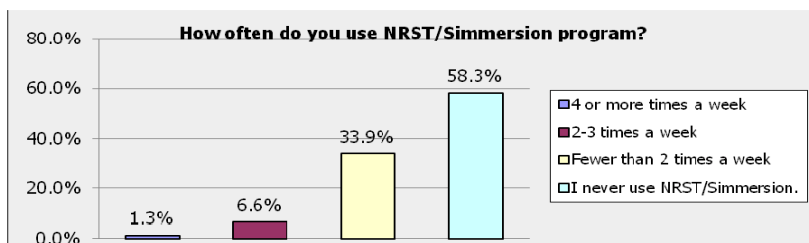
In the spring 2008, Navy Recruiting Orientation Unit (NROU) began using Navy Recruiting Simulation Tool (NRST), also known as Simmersion, to enhance enlisted recruiters' Professional Sales Skills. The simulation tool is an interactive role-playing platform to help recruiters practice and reinforce their sales skills. Initially, this simulation tool was provided to new recruiters on a CD ROM. In August 2009, NRST became available to all recruiters on the recruiting web site. The following questions pertain to your use of NRST/Simmersion.

Question 13



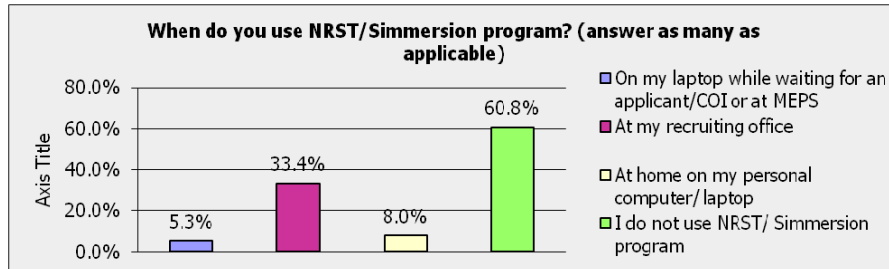
- 297 recruiters or 46.4% stated that training at ENRO included NRST/Simmersion
- 206 recruiters or 32.2% stated that training at ENRO did not include NRST/Simmersion
- 134 recruiters or 20.9% do not remember if training at ENRO included NRST/Simmersion
- 3 recruiters or 0.5% have not yet attended ENRO

Question 14



- 8 recruiters or 1.3% use NRST/Simmersion 4 or more times a week
- 42 recruiters or 6.6% use NRST/Simmersion 2-3 times a week
- 217 recruiters or 33.9% use NRST/Simmersion fewer than 2 times a week
- 373 recruiters or 58.3% have never used NRST/Simmersion

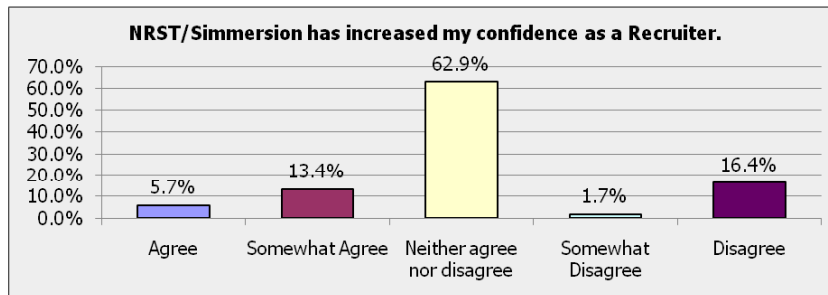
Question 15



- 34 recruiters or 5.3% use the NRST/Simmersion program on laptop while waiting for an applicant/COI or at MEPS
- 214 recruiters or 33.4% use the NRST/Simmersion program at their office
- 51 recruiters or 8.0% use the NRST/Simmersion program at home on personal computer/laptop
- 389 recruiters or 60.8% do not use the NRST/Simmersion program

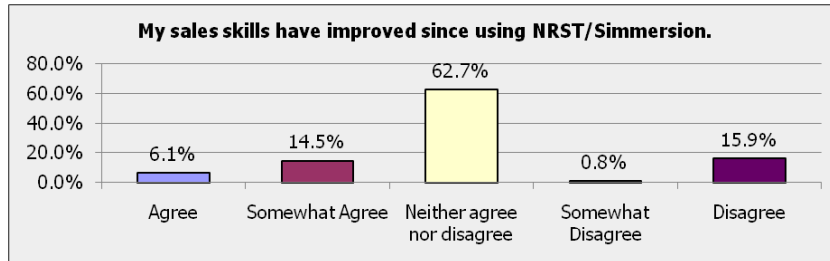
Do you *agree* or *disagree* with the statements in question 16 through 24 below?

Question 16



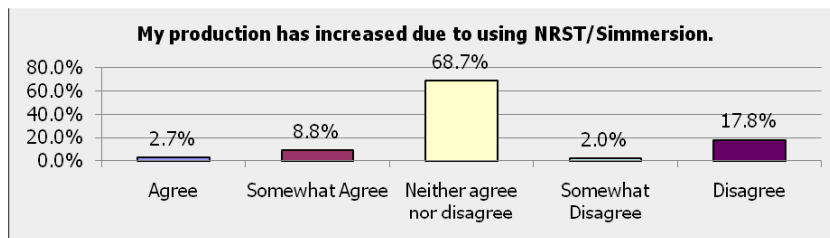
- 36 recruiters or 5.7% agree they have an increase in confidence
- 85 recruiters or 13.4% somewhat agree they have an increase in confidence
- 400 recruiters or 62.9% neither agree or disagree they have an increase in confidence
- 11 recruiters or 1.7% somewhat disagree they have an increase in confidence
- 104 recruiters or 16.4% disagree they have an increase in confidence

Question 17



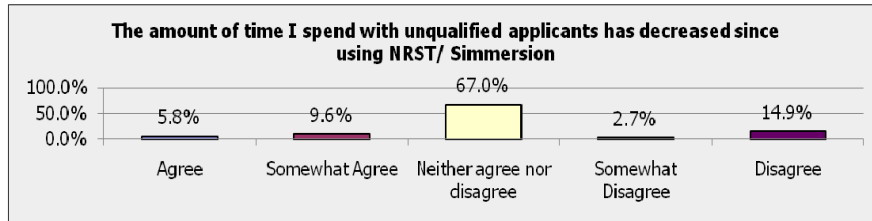
- 39 recruiters or 6.1% agree that their sales skills have improved
- 92 recruiters or 14.5% somewhat agree that their sales skills have improved
- 399 recruiters or 62.7% neither agree or disagree that their sales skills have improved
- 5 recruiters or .8% somewhat disagree that their sales skills have improved
- 101 recruiters or 15.9% disagree that their sales skills have improved

Question 18



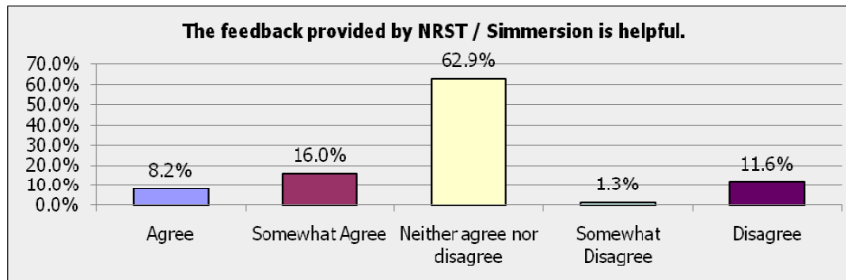
- 17 recruiters or 2.7% agree that their production has increased
- 56 recruiters or 8.8% somewhat agree that their production has increased
- 437 recruiters or 68.7% neither agree or disagree that their production has increased
- 13 recruiters or 2.0% somewhat disagree that their production has increased
- 113 recruiters or 17.8% disagree that their production has increased

Question 19



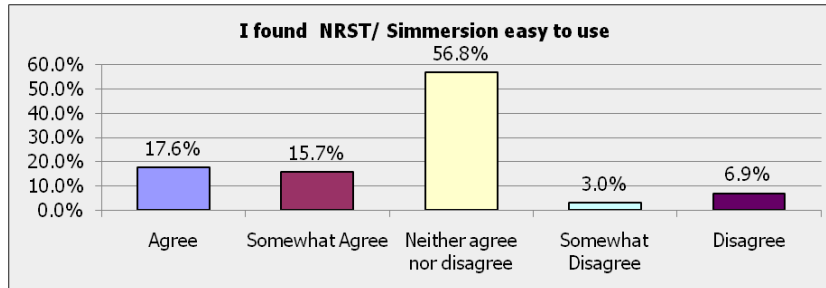
- 38 recruiters or 5.8% agree that the time spent with unqualified applicants has decreased
- 61 recruiters or 9.6% somewhat agree that the time spent with unqualified applicants has decreased
- 426 recruiters or 67.0% neither agree or disagree that the time spent with unqualified applicants has decreased
- 17 recruiters or 2.7% somewhat disagree that the time spent with unqualified applicants has decreased
- 95 recruiters or 14.9% disagree that the time spent with unqualified applicants has decreased

Question 20



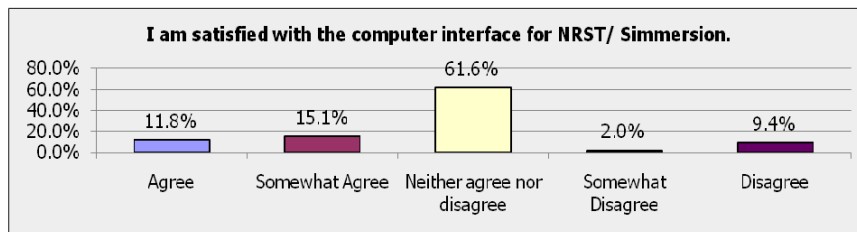
- 52 recruiters or 8.2% agree that the feedback is helpful
- 102 recruiters or 16.0% somewhat agree that the feedback is helpful
- 400 recruiters or 62.9% neither agree nor disagree that the feedback is helpful
- 8 recruiters or 1.3% somewhat disagree that the feedback is helpful
- 74 recruiters or 11.6% disagree that the feedback is helpful

Question 21



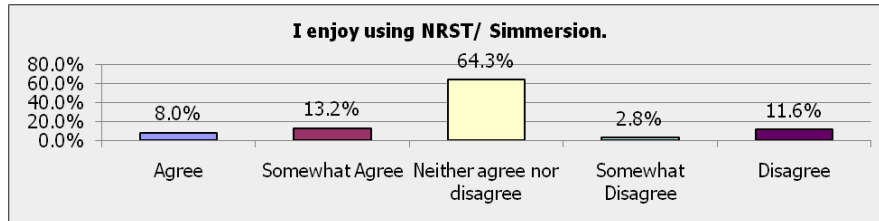
- 112 recruiters or 17.6% agree that NRST/Simmersion is easy to use
- 100 recruiters or 15.7% somewhat agree that NRST/Simmersion is easy to use
- 361 recruiters or 56.8% neither agree nor disagree that NRST/Simmersion is easy to use
- 19 recruiters or 3.0% somewhat disagree that NRST/Simmersion is easy to use
- 44 recruiters or 6.9% disagree that NRST/Simmersion is easy to use

Question 22



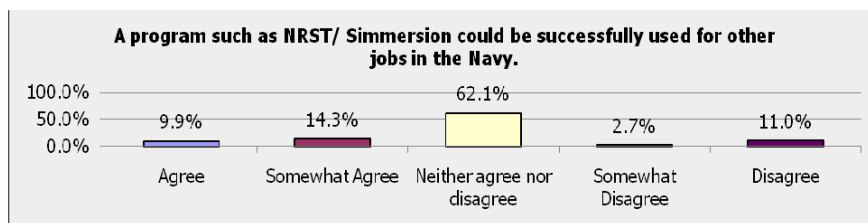
- 75 recruiters or 11.8% agree that they are satisfied with the computer interface
- 96 recruiters or 15.1% somewhat agree that they are satisfied with the computer interface
- 392 recruiters or 61.6% neither agree nor disagree that they are satisfied with the computer interface
- 13 recruiters or 2.0% somewhat disagree that they are satisfied with the computer interface
- 60 recruiters or 9.4% disagree that they are satisfied with the computer interface

Question 23



- 51 recruiters or 8.0% agree that they enjoy using NRST/Simmersion
- 84 recruiters or 13.2% somewhat agree that they enjoy using NRST/Simmersion
- 409 recruiters or 64.3% neither agree or disagree that they enjoy using NRST/Simmersion
- 18 recruiters or 2.8% somewhat disagree that they enjoy using NRST/Simmersion
- 74 recruiters or 11.6% disagree that they enjoy using NRST/Simmersion

Question 24



- 63 recruiters or 9.9% agree that programs similar the NRST/SIMmersion could be successfully used for other jobs in the Navy
- 91 recruiters or 14.3% somewhat agree that programs similar the NRST/SIMmersion could be successfully used for other jobs in the Navy
- 395 recruiters or 62.1% neither agree nor disagree that programs similar the NRST/SIMmersion could be successfully used for other jobs in the Navy
- 17 recruiters or 2.7% somewhat disagree that programs similar the NRST/SIMmersion could be successfully used for other jobs in the Navy
- 70 recruiters or 11.0% disagree that programs similar the NRST/SIMmersion could be successfully used for other jobs in the Navy

Section III Written Responses

Please provide any additional comments about NRST/ Simmersion that you feel may be helpful. (All comments are submitted anonymously, and may be quoted, without attribution, in the research final report)

Response Text

i spend enough time dealing with real life unqualified applicants now im required to deal with unqualified fake applicants great

The program is very useful and helps on day to day selling and helps identify specific ways on how many people may act towards all kinds of information given.

THE COMPUTER VOICE SHOULD VARY TONE AND SHOULD BE SOMEONE WITH A NICER VOICE. THE LAST TIME I USED IT, I ALMOST FELL ASLEEP. SCRAP IT ALONG WITH RTOOLS, ACE AND PSS!

What is NRST/ Simmersion

THE LAST TIME I USED IT I COULDN'T BACK TRACK WHEN I REALIZED I WAS GOING DOWN THE WRONG PATH. I WOULD LIKE TO HAVE TAKEN IT BACK A COUPLE STEPS WHEN I SAW MYSELF GOING DOWN THE WRONG ROAD. OTHERWISE IT IS A GOOD PROGRAM AND I NEED TO USE IT MORE. I HAVEN'T HEARD OF THE NRST YET.

IT HARDLY WORKS ON NMCI COMPUTERS, THE AUTO RUN SEEMS TO BE DISABLED

the simmersion program is a good concept that lacks in execution. answers are canned and the flow of conversation is stiff and does not reflect talking with a person. for every action, there is a set of predictable responses. adding to the requirement of so many uses in a given time period, this makes the program less a learning tool and more of an exercise in figuring out "the right answer"

I have never heard of NRST until I took this survey.

never used

Please account for the lack of "N/A" as an option when finalizing data. I "disagreed" that Simmersion was helpful because I've never used it, so it couldn't be helpful.

I honestly don't know what NRST / Simmersion is.

I HAVE NO IDEA WHAT THIS NRST/SIMMERSSION IS OR THE INTENDED PURPOSE.

You don't really have to know what to ask or say since it lays it out for you, so yes you learn but i think it would be better if the program didn't have the PSS steps there all the time in the lower left hand box. Like a training mode where you have access to everything and and evaluation mode where you are more on your own to do/ask/say the right thing(s).

It would be a good idea to replace the weekly sales lab with the NRST/ Simmersion.

i dont know what it is so if it is needed in recruiting the chain of command should be aware if everyone is using it

IT IS A GREAT TOOL TO USE

I went to ENRO in Sring of 2007. I am unsure what NRST/Simmersion is!

I HAVE NOT USED THIS PROGRAM AS OF YET

The only thing I would add is how tell sell to the area the applicant is from i.e rural,country, or inner city

I WAS UNABLE TO ANSWER QUESTIONS BECAUSE I HAVE NEVER BEEN TRAINED IN NRST SIMMERSON

When I attended ENRO, Simmersion was part of the course. However, we never went through the process of it, and were never trained on it. I seem to be doing just fine without it.

Almost every time I used the program I DQ'd Juan for asthma or allergies. Only once did I make actually make it through all the steps.

I really have no idea what this thing is, but if it can get applicants qualified I'll try it. You don't need any programs to sell the Navy. You need a (GENUINE!!!) LOVE of the Navy and not be swayed by numbers and the WANT to help people with their lives. That is why I missed goal, I am not going to go out there and pressure someone into this. That needs to be done is advertising, quit spending money on Evaluations and get the NAVY WORD out to these landlocked communities. I don't need annonymous, my name is LS2 (SCW) Jarrod Moore out of NRS Fort Smith, Arkansas.

I don't even know what NRST/Simmersion is.

NOT ALL STATIONS HAVE THIS PROGRAM AVAILABLE TO THEM.

The NRST do not help b/c we do not deal with applicants like that on a daily basis. I think that it needs to be updated with everyday pepple life b/c that NRST sets a Recruiter up for failure. ENRO lied

THE PROGRAM IS GOOD HOWEVER, IF YOU RUN THE SIMMERSON FIVE TIMES, YOU WILL GET THE SAME SCENARIO THREE TIMES OUT OF THE FIVE. THERE IS ROOM FOR IMPROVEMENT, IT'S A GREAT TRAINING TOOL DURNING (ENRO).

I BELIEVE IT IS A WASTE OF TIME AND MONEY. USE THE TIME AND MONEY FOR THE DEP POOL.

in a job where i am already extremely busy it is hard to take time out for this training. when i do use the simmersion i have to do it at my house on my own time otherwise i can not pay attention to the training.

You need to stop wasting our times as recruiters with these dump surveys. If you think your programs work so good dont ask for the surveys.

I would like to know more about NRST. I have never heard of this before until today.

I HAVE NEVER EVEN HEARD OF NRST/SIMMERSON.

SIMMERSON IS TOO SLOW AND JUST DOESN'T HELP. THE PROBLEM THAT IN REAL LIFE INTERVIEWING AND SALES, YOU HAVE TO MAKE QUICK DECISIONS/RESPONSES WHILE INTEREACTING WITH THE CUSTOMER, AND SIMMERSON DOESN'T PROVIDE THAT. HOWEVER, THE TRAINING AT NORU WITH PSS WAS EXTREMELY BENEFICIAL TO WHAT I DO AS A RECRUITER.

I do not know what NRST/Simmersion program is.

NO COMMENTS, HAVE NO CLUE ABOUT NRST UNTIL WILL TRAIN ON.

Theorhetically, the tool is useful. However, the only way to benefit sales skills is to hold as many appointments as possible.

The NSRT program is a good way to further develop your sales skills without the added

pressure of a live applicant. the advice given at the end of each session i key to how your approach and sales skills are coming along.

At this time I don't use simmersion, it has not been introduced to the station as of now.

The program presents a respectable degree of realism. The simlutaed applicant repsonds in a realistic way. Navigation through the list of available comments and/or questions is a little difficult. Also, the simulation does not present some situations that a recruiter may actually find himself in. For instance, the simulated applicant does not attempt to hide any information from the recruiter.

Simmersion is another manditory, redundant task that takes up valuable time. There are already to many manditory time wasters in recruiting duty.

I HAVE NO IDEA WHAT NRST/SIMMERSSION IS. I WAS NEVER TAUGHT ABOUT IT AND ENRO OR THEREAFTER.

WE DO NOT HAVE THIS PROGRAM, WE WERE NEVER GIVEN IT.

I dont know what this is.

NOT NECESSARILLY USER FRIENDLY

Good program. Sometimes a real life situation is not as cut and dry as it is on the program. Especially when it comes to the disqualifying factors. But still good over all.

THIS IS A VERY HELPFUL PROGRAM TO USE. OJT IS THE BEST WAY OF TRAINING IN THE NAVY AND THIS IS AS CLOSE AS IT CAN COME WITH-OUT HAVE SOMEONE ELSE SHOWING YOU.

GET RID OF NMCI AND MAY BE WE CAN ACTUALLY START USING VOICE RECOGNITION WITH THE PROGRAM. WHEN U HAVE TIME TO READ A BUNCH OF CHOICES AND CHOOSE, IT DOES NOT MAKE THE PROGRAM VERY EFFECTIVE.

As a RINC I was unaware of NRST/ Simmersion and from the questions asked, I feel as if it may be beneficial for myself aswell as my recruiters.

NRST is a little difficult to navigate to begin with. I did not have success at ENRO with the program and it has taken multiple uses over the last few months to adjust to the navigation tabs.

THE BEST TOOLS ARE ALWAYS REQUIRED TO BE USED AT THE FOREFRONT OF THE FLEET AND IN THE FIELD!

THERE WAS A LESS THAN TWO MINUTE SHOW AND TELL ABOUT THIS NRST/ SIMMERSSION AT NORU

The Simmersion program is only helpful in enro. When introduced to actual recruiting i have found that the simmersion program does not work and waste's my time when i could be doing something productive such as actual recruiting. This simmersion program is just a big waste of a recruiters time.

THE PROGRAM CAN NOT BE INSTALLED ON GOVERNMENT COMPUTERS THEREFORE MAKING IT IMPOSIBLE FOR US TO USE FOR TRAINING DURING NORMAL WORKING HOURS. ALSO, THE CD WAS NOT DISTRIBUTED TO ALL RECRUITERS AT ENRO.

the program is ok. This is not like a flight simulator. Recruiters deal with real feelings, real emotions, and teens. Learning the basics of pss by heart is important and once that is accomplished finding your style through old fashion trial and error a recruiter can and will find there style of using PSS. Using the computer makes you sound like a Robot! The applicant has to buy into you the recruiter before he/she buys the navy. i

think that NRST/Simmersion is good for examples but the rinc recording/and or sitting in on the interview and grading your use of PSS is more effective and can let you know your weakness and strength in turn leading to good training. somethings are just best left with HUMAN instructors and not JOE NAVY NUKE'N simple things like PSS.

NRST SHOULD BE INSTALLED ON ALL GOVERNMENT COMPUTERS AND USED BY ALL RECRUITERS FOR EASY ACCESS. RESULTS SHOULD BE PRINTABLE.

THE PROGRAM HELPS IN THE BEGINING TO START THE FOUNDATION BUT IT DOES NOT REALLY PORTRAY THE PRESSURE OF A REAL INTERVIEW DUE TO IT HAS NOT HTE REAL EMOTIONS OR RESPONSE OF A REAL PERSON. ITS FAKE READABLE EMOTIONS BASED ON A CHOICE OF QUESTIONS INSTEAD OF USING YOUR OWN SELF TO THINK OF THE BEST QUESTIONS TO ASK.

I DO NOT KNOW WHAT NRST/ SIMMERSSION IS. I DO NOT REMEMBER SEE THIS PROGRAM.

i have not used NRST/ Simmersions since ENRO because they did not give us the disc and I did not know were it was located untill this survey. I was not told about it at all while I checked into the NRD or the NRS. I did find that while in ENRO using NRST/ Simmersions was quite usefull and I plan on using it now knowing were it is located now

I have not been given the opportunity to try it.

This tool has not been introduce to the field recruiters who are still on legacy computers.

I have been in Navy Recruiting for 16yrs. I feel that the experienced Rincs and recruiters are not used enough to train the field and to make positive changes to help Navy Recruiting Command to be more effecient and to streamline the process of putting someone in the Navy. The paper work that we have to do in order to put someone is crazy. To me it seems when some one gets an Idea at CRNC that they implament it without asking the experienced people in the field. Also know as a Tiger Team. This has been a redundant process since 2004 in my opinion.

DONT KNOW WHAT NRST/SIMMERSSION IS...

- Jaun should not always pass the EST

- Juan should be versatile, (high school student and/or college student)

- There should be more disqualifying factors with Juan.

- There should be more role playing statements between jamie williams and juan.

IT'S EASILER TO TRAIN AND GET TRAINING DURING A GRADED SALES LAB FROM RECRUITER TO RINC, OR Z/S TO RINC. THE NRST GIVES THE SAME SENERIO OVER AND OVER.

I believe that I'd use it for often if it could be installed on the computers at the NRS.

Sorry I couldn't be more help, but I have never heard of NRST/Simmersion.

TO LONG

I have not seen NRST in the fleet yet.

THE PROGRAM CAN NOT BE DOWNLOADED ON OFFICE COMPUTERS.

NONE.....I can't comment on a system that I have never used.
 IT DOES NOT WORK PROPERLY IN MY GOV COMPUTER.
 IT WOULD BE MORE REALISTIC IF THERE WAS SOME AUDIO INVOLVED.
 I'M NOT SURE IF THERE ALREADY IS BUT IF SO I HAVE NEVER BEEN ABLE
 TO USE THAT FEATURE.
 I DO NOT KNOW WHAT NRST IS!
 DONT KNOW WHAT THIS IS
 not able to use with some laptops in the office
 I HAVE NEVER HEARD OF NOR SEEN THIS SYSTEM UNTILL TODAY.
 I have never used NRST/Simmersion so I cannot say whether it is a good program or
 not.
 i tried to use it once and ran out of time it really was not pushed very hard
 I have never seen or heard of nrst/simmersion
 I am not sure what this is?
 Never used NRST/ Simmersion program
 i didnt us summersion that often and it was not helpful to me. a wast of resources
 summersion is a joke. it is obvious and easy to either always get the right
 questions/answers to pass the program with a 100%; or fail it for fun. it is a HUGE
 waste of time and money.
 I think I might have a differant opinion on the software if I could use it more. I doesn't
 run on my laptop correctly. I am working with the NMCI helpdesk to resolve the issue.
 Simmersion would be beneficial to recruiters in the field if we used it. Perhaps we're
 too busy wasting time on BS taskers?
 it has never worked right on my computer and I do not like spending time trying to fix
 computer problems....
 you should have different characters instead of the same dude every time
 I ATTENDED NROU 4 YEARS AGO AND NRST WAS NOT INCLUSIVE TO THE
 CURRICULUM AT THAT TIME. BASED ON WHAT LITTLE I DO KNOW OF
 THE SYSTEM, IT SEEMS THAT IT COULD INDEED BE A BENEFICIAL TOOL
 TO RECRUITERS.
 I tried it a few times and I truely feel that the program is unrealistic in responses.
 I am not familiar with this program.
 NO COMMENTS
 I have never used the NRST/Simmersion tool. This survey is a pointless waste of time
 for those who haven't.
 NRST came out long after I came into recruiting not sure my answer would provide
 benifit in servy
 I NEVER RECEIVED A COPY OF NRST/SIMMERSSION FROM ENRO.
 I NEVER HEARD OF IT
 NRST is a computer program, it's a little off the reality.
 IF I KNEW I WOULD TELL U NRST
 THE PROGRAM IS A LITTLE DIFFICULT TO USE IF ALL YOU CAN DO IS
 ANSWER QUESTIONS VERSUS HAVING A MICROPHONE.
 Never heard of this program
 i have never used or been introduced to simmersion

NO CLUE WHAT YOU ARE ASKING ABOUT.

I WOULD LIKE TO KNOW IF I HAVE THIS SYSTEM, IF SO WHERE IT IS training is not consistently conducted at this station by RinC. Now initial or follow up for that matter. enough said

simmersion would probably be beneficial if it were available to use.

This is the first time im hearing of Simmersion

MY COMPUTER WILL NOT ALLOW ME TO USE THE CD FROM ENRO...

NRST/SIMMERSON IS SIMPLE TO USE AND IS VERY HELPFUL FOR NEW RECRUITERS. ONCE YOU GET THE HANG OF PSS/INTERVIEWS, I BELIEVE THE ONLY WAY TO PRACTICE THOROUGHLY IS WITH A REAL PERSON. THE NRST/SIMMERSON PROGRAM IS TO STRUCTURED FOR A PRACTICAL TRAINING METHOD. I BELIEVE IT SHOULD ONLY BE USED WITH THE VERY NEWEST RECRUITERS.

I FEEL THAT IT IS A VERY USEFUL TOO, BUT NOT A REPLACEMENT FOR OJT. IT COULD BE EVEN BETTER IF IT INCORPORATED SOME FORMS AND DOCUMENTS TRAINING.

Have not used this program. Was not part of my training in any way.

I THINK IT HELPS ALITTLE BUT NOTHING TO MAJOR

I HAVE NEVER SEEN SIMMERSON.

I never used NRST/ Simmersion in the past, but will give it a try.

the program has flaws were the best answer is no where present and cannot be found. the program needs to be gone over better for small glitches in answer matching.

I WANTED TO USE THE NRST, BUT I HAD TROUBLE DOWNLOADING THE SOFT WARE TO MY HOME COMPUTER, SO THEN IT LOCK ME OUT AND BY DOING SO I COULDN'T USE THE DISC ANYWHERE ELSE. IT WILL BE HELPFUL TO PUT THE PROGRAM ON THE QUARTERDECK, SO WE CAN HAVE ACCESS TO THE PROGRAM AT WORK AND USE OUR CAT CARD TO GET ON AND DO TRAINING.

Change people for applicants, change animated responses, allow more choices so that it can be used allowing everyone to choose what they feel is right even when it is totally off base with the conversation.

If you are trying to follow PSS verbatim as taught the program can be very difficult. The answer possibilities can prevent you from actually probing correctly. Once you get the hang of the program you can easily click your way through the interview to score high without actually learning much of value. Overall I feel that while it is good to reinforce at the early stages it has no positive long-term benefits.

what is nrst/simmersion?

i have no clue on what NRST / simmersion

NEVER HEARD OF NRST/SIMMERSON, WHAT IS IT?

I REMEMBER A PROGRAM THAT PROVIDED SCENARIOS AND ADJUSTED THE "APPLICANT'S" REACTIONS DEPENDENT UPON RECRUITER RESPONSES BUT I HAVE NOT SEEN NOR HEARD OF THAT PROGRAM SINCE NROU.

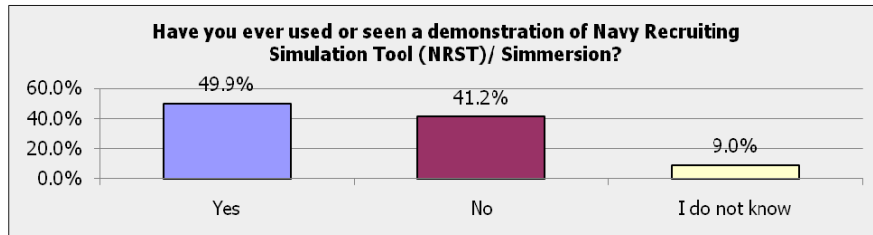
The program is adequate, but lacks depth. I find that it is boring and predictable, and does not reflect an actual sales well enough. Practice with other recruiters, or with actual applicants proves to be far more useful.

Some question in survey did not apply to me as the NRST program was not in use when I went through ENRO and has only recently been shown to the local feild recruiters as a tool, but only minimal training was provided.

I could see how some recruiters might need simmersion, but i honestly feel it is just a ploy by some NC somewhere to get noticed by an admiral. Simmersion is dumb and of no use to me or the recruiters i work with.

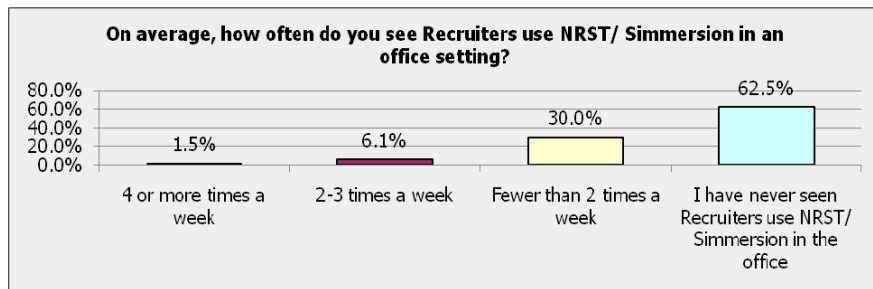
Supervisor's Survey

Question 1



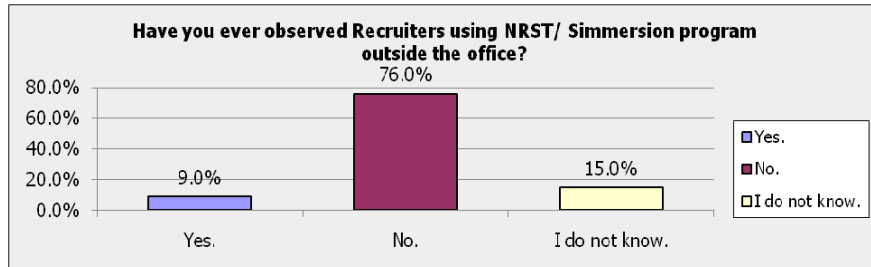
- 206 Supervisors or 49.9% have used or seen a demonstration of NRST/Simmersion
- 170 Supervisors or 41.2% have not used or seen a demonstration of NRST/Simmersion
- 37 Supervisors or 9.0% do not know if they have used or seen a demonstration of NRST/Simmersion

Question 2



- 6 Supervisors or 1.5% has seen recruiters use NRST/Simmersion in the office four or more times a week
- 25 Supervisors or 6.1% has seen recruiters use NRST/Simmersion in the officer 2-3 times a week
- 124 Supervisors or 30.0% has seen recruiters use NRST/Simmersion in the office fewer than 2 times a week
- 258 Supervisors or 62.5% have never seen recruiters use NRST/Simmersion in the office

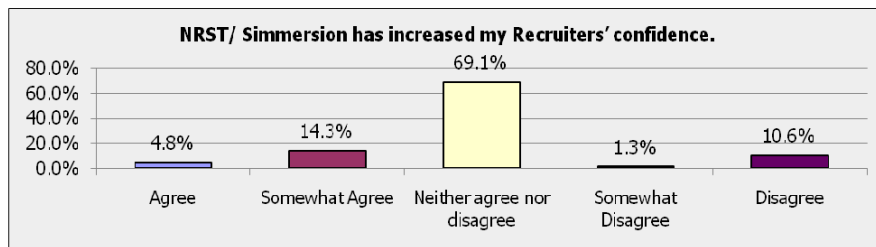
Question 3



- 37 Supervisors or 9.0% have observed recruiters using NRST/Simmersion program outside the office
- 314 Supervisors or 76.0% have not observed recruiters using NRST/Simmersion program outside the office
- 62 Supervisors or 15.0% do not know if they observed recruiters using NRST/Simmersion program outside the office

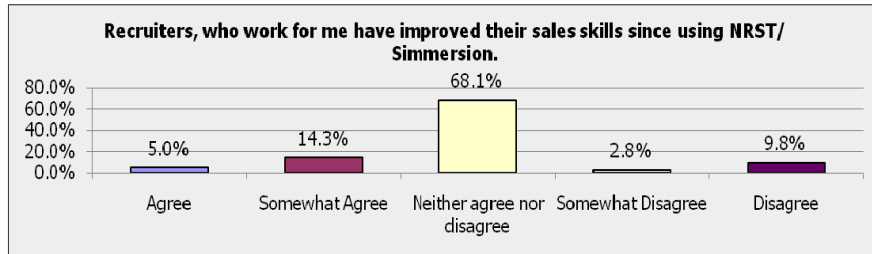
Do you *agree* or *disagree* with the statements in questions 4 through 10 below?

Question 4



- 19 Supervisors or 4.8% agree NRST/Simmersion increased recruiters' confidence
- 57 Supervisors or 14.3% somewhat agree NRST/Simmersion increased recruiters' confidence
- 275 Supervisors or 69.1% neither agree nor disagree NRST/Simmersion increased recruiters' confidence
- 5 Supervisors or 1.3% somewhat disagree NRST/Simmersion increased recruiters' confidence
- 24 Supervisors or 10.6% disagree NRST/Simmersion increased recruiters' confidence

Question 5



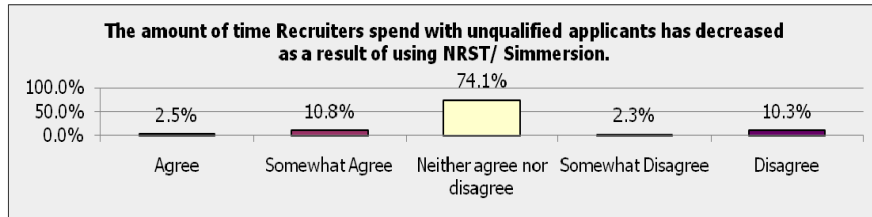
- 20 Supervisors or 5.0% agree Recruiters have improved their sales skills
- 57 Supervisors or 14.3% somewhat agree Recruiters have improved their sales skills
- 271 Supervisors or 68.1% neither agree nor disagree Recruiters have improved their sales skills
- 11 Supervisors or 2.8% somewhat disagree Recruiters have improved their sales skills
- 39 Supervisors or 9.8% disagree Recruiters have improved their sales skills

Question 6



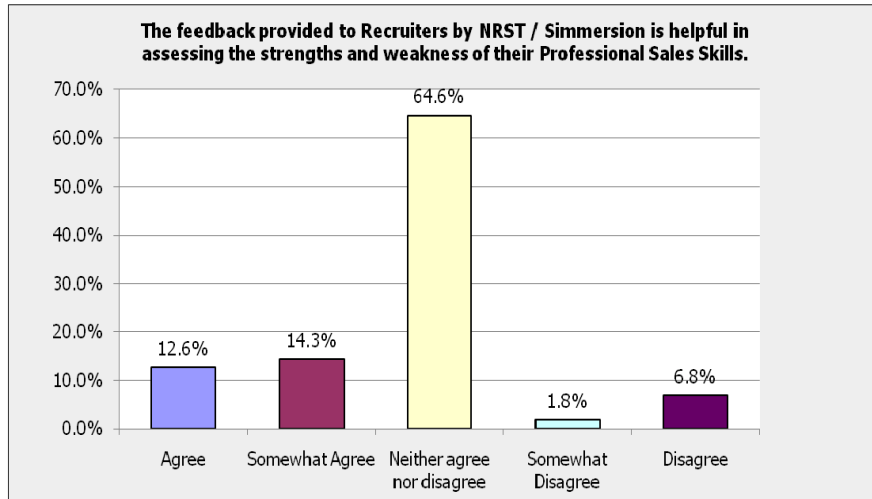
- 9 Supervisors or 2.3% agree production has increased due to NRST/Simmersion
- 23 Supervisors or 5.8% somewhat agree production has increased due to NRST/Simmersion
- 306 Supervisors or 76.9% neither agree or disagree production has increased due to NRST/Simmersion
- 31 Supervisors or 3.3% somewhat disagree production has increased due to NRST/Simmersion
- 47 Supervisors or 11.8% disagree production has increased due to NRST/Simmersion

Question 7



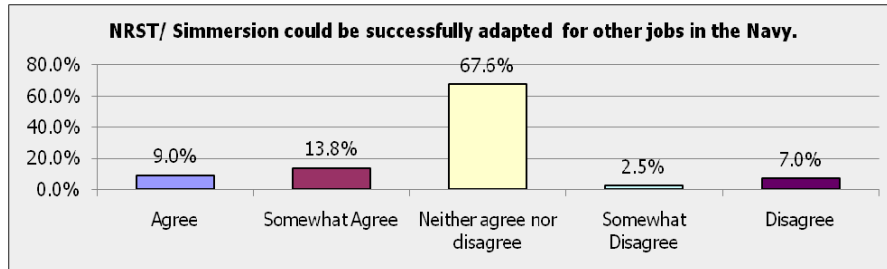
- 10 Supervisors or 2.5% agree the amount of time recruiters spend with an unqualified applicants has decreased
- 43 Supervisors or 10.8% somewhat agree the amount of time recruiters spend with an unqualified applicants has decreased
- 295 Supervisors or 74.1% neither agree nor disagree the amount of time recruiters spend with an unqualified applicants has decreased
- 9 Supervisors or 2.3% somewhat disagree the amount of time recruiters spend with an unqualified applicants has decreased
- 41 Supervisors or 10.3% disagree the amount of time recruiters spend with an unqualified applicants has decreased

Question 8



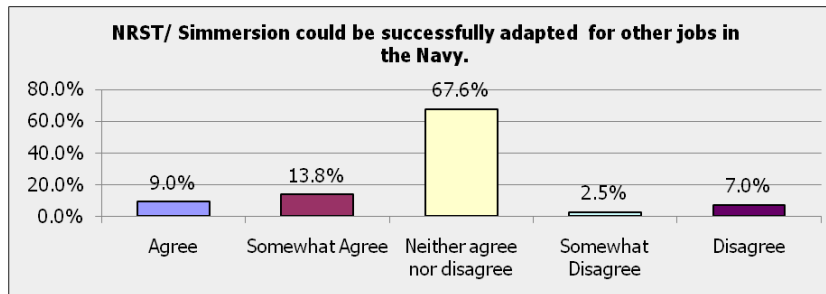
- 50 Supervisors or 12.6% agree that the feedback provided to Recruiters by NRST/Simmersion is helpful in assessing the strengths and weakness of their Professional Sales Skills
- 57 Supervisors or 14.3% somewhat agree that the feedback provided to Recruiters by NRST/Simmersion is helpful in assessing the strengths and weakness of their Professional Sales Skills
- 257 Supervisors or 64.6% neither agree nor disagree that the feedback provided to Recruiters by NRST/Simmersion is helpful in assessing the strengths and weakness of their Professional Sales Skills
- 7 Supervisors or 1.8% somewhat disagree that the feedback provided to Recruiters by NRST/Simmersion is helpful in assessing the strengths and weakness of their Professional Sales Skills
- 27 Supervisors or 6.8% disagree that the feedback provided to Recruiters by NRST/Simmersion is helpful in assessing the strengths and weakness of their Professional Sales Skills

Question 9



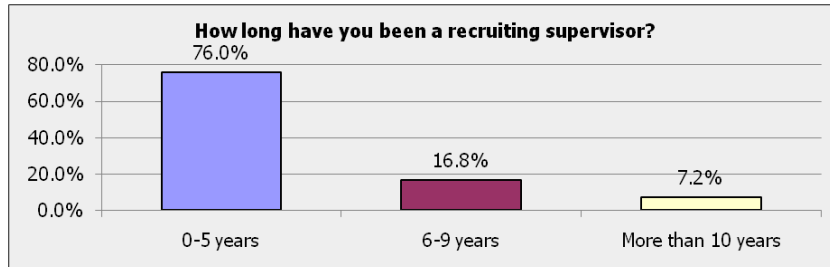
- 36 Supervisors or 9.0% agree
- 55 Supervisors or 13.8% somewhat agree
- 269 Supervisors or 67.6% neither agree nor disagree
- 10 Supervisors or 2.5% somewhat disagree
- 28 Supervisors or 7.0% disagree

Question 10



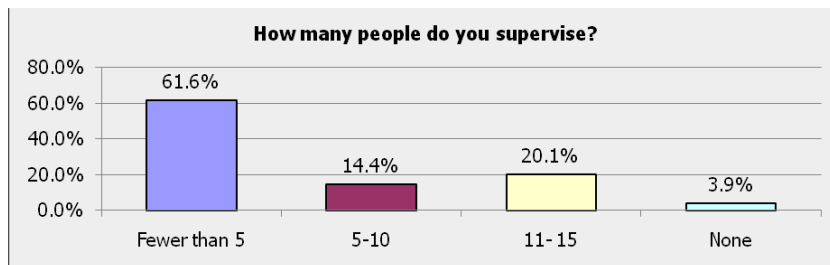
- 36 Supervisors or 9.0% agree
- 55 Supervisors or 13.8% somewhat agree
- 269 Supervisors or 67.6% neither agree nor disagree
- 10 Supervisors or 2.5% somewhat disagree
- 28 Supervisors or 7.0% disagree

Question 11



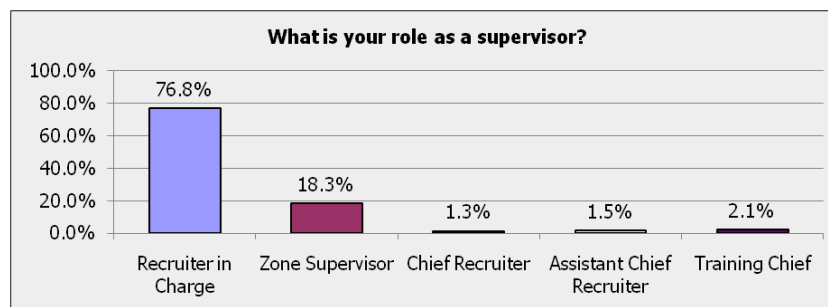
- 295 Supervisors or 76.0% have been supervising recruiters five years or less
- 65 Supervisors or 16.8% have been supervising recruiters 6-9 years
- 28 Supervisors or 7.2% have been supervising recruiters more than 10 years

Question 12



- 239 Supervisors or 61.6% supervise fewer than 5 recruiters
- 56 Supervisors or 14.4% supervise 5-10 recruiters
- 78 Supervisors or 20.1% supervise 11-15 recruiters
- 15 Supervisors or 3.9% supervise no recruiters

Question 13



- 298 Supervisors or 76.8% are Recruiters-in -change
- 71 Supervisors or 18.3% are Zone supervisors
- 5 Supervisors or 1.3% are Chief Recruiters
- 6 Supervisors or 1.5% are Assistant Chief Recruiters
- 8 Supervisors or 2.1% are Training Chiefs

Question 14 Written Responses

Please provide any additional comments about NRST/ Simmersion that you feel may be useful. (All comments are submitted anonymously, and may be quoted, without attribution, in the research final report)

We haven't been using it long enough to see some of the changes asked about, ie recruiter confidence, passing recruiter boards, etc...

I think it is a great tool. The software push and instnction for installing through NMCI is difficult. I hate the fact you have to get it pushed then install voice. Web-based training would be better.

Get a lesson plan out to the field on Simersion. Many recruiters are using the "trial by fire" method to learn about Simersion. This is due, in large part, to supervisors not having the knowledge/experience required to bring recruiters up to speed on this program. The program is a good tool, but more training needs to be conducted. It is difficult for the field supervisors to really have the ability to provide feedback on the program considering that most recruiters have only had the program since the begining of the fiscal year and most did not really start using the program until November.

I have not seen any on my recruiters using it so it was hard for mr to answer all of the questions.

Have no experience with this whatsoever.

excellent tool for building confidence.

I HAVE NEVER SEEN IT.

need to make recruiters use it more often

we do not have a working version of the software in our office

In my last station, the tool couldn't be loaded on the computer due to physical memory.

The program is too hard to access to use on a constant basis.

I don't know what this is

The tools is a good tool. It just runs pretty slow and that is what prevents the recruiter from using it as often. I love the program and think it is a good thing if it can run faster on the computers.

It is good for beginners and brushing up on skills but talking to people is different than talking to a computer it cant replace the real thing

I have no idea what this program is?

I AM A ONE MAN STATION

I feel this program isn't effective. The PSS skills they present using the need satisfaction sales process is leaps and bounds beyond this program. needs to be removed as soon as possible from training.

I would like to know more about NRST. I never heard of it before until today.

Simersion software is an easier and quicker way to complete sales labs for recruiters but it does not compare to the doing sales labs with a recruiter, a recruiter playing the applicant and an observer due to the fact a recruiter can pull from personal exprience in asking questions and giving senarios that they have seen first hand in the local recruiting environment.

Ive seen the tool used at NORU, has hit the field but recruiters have to much difficulty with NMCI and the computers accepting the program.

need to get the simmersion out to the stations. I seen this at the CRF Academy but have not yet seen it in the field.

Having the microphones for each recruiter would make the program a lot better. The recruiter who selects the answers from a list, can memorize the answers and fake the system.

we need to have and loaded in our office

great tool highly recommend useage on a regular basis

We just got the software in my the day before i was asked to do this survey.

Office of CANREC gone NRCRF through NORU in 2007 and are not educated/trained in NRST to our knowledge.

NEVER USED BUT WOULD LIKE MORE INFORMATION AND TRAINING ON HOW TO USE AND WHERE TO FIND.

This tool was put into the fleet way after I attended NORU, but I have seen it a few times, I would like cnrc to send program out to all RinC's.

In todays recruiting I feel the tool is not being used to its potencial, but soon when goals increase and new recruiters are allowed a NRD's it will be a great tool for our stations. Many Rinc's have not seen this tool.

i DONT' KNOW WHAT NRST/SIMMERSSION IS.

i believe this tool must be implemant as mandatory training evcery friday to ensure recruiters skills.

I RECRUIT PRIOR SERVICE WHICH IS MORE A PROCESSING JOB VS. SALES.

I believe this would be a great tool if we had it. Is it possible to disseminate this to every station

I have never seen this tool. I will now need to find out where I could find out.

MY OPINION THIS IS A GREAT PROGRAM, BUT I DONT SEE IT TO MUCH OUT IN THE FIELD. I GOT THE DISK FROM FROM NORU AND I HAS HELP ME A LOT.

Honestly, It's a tool that should be used occassionally although I don't believe NRC should invest a terrible amount of money. Simmersion can be attained in a real setting with other recruiters. No need to entertain a contract/spend more money on things we honestly do not need.

NRST does not work on our nmci computer this is the reason i have never seen my recruiters use this tool.

Need more understanding on what this NRST/Simmersion terminology is.

THE CD THAT'S CURRENTLY IN THE FIELD DOESN'T LOAD PROPERLY. WE ARE UNABLE TO UTILIZE IT. I WAS TOLD THERE'S A PROGRAM THAT HAS TO BE LOADED IN ORDER FOR IT TO FUNCTION PROPERLY. WE HAVE NEVER RECEIVED THE PROGRAM. I SAW THIS PROGRAM FIRST HAND AT NORU AND HOW IT WORKS AND IT'S A GREAT PROGRAM. SIMULATION TOOL WILL NOT WORK ON MY OFFICE NMCI COMPUTERS. TRIED TO USE IT ON THE EST COMPUTER, WILL NOT WORK THERE EITHER.

DUE TO THE CONNECTIVITY IN OUR OFFICE THE SIMMERSSION PROGRAM IS HARD TO ACCESS MAKING THE PROGRAM NOT TIME EFFECTIVE,

The theory behind the simmersion program is great, and i have been looking forward to having the opportunity to put it to the test. Unfortunately, I have not yet had the opportunity to test it. The push to the field has been slow and ineffective. If you are fortunate enough to find the program, it more than likely is not compatable with your NMCI computer, or there is not a microphone available to use it.

dont knoa as if i have ever seen this program

I have zero interaction with this tool

Most of my answers are neither agree or disagree because i have never seen anyone use simmersion except at noru. Therefore i can't honestly say it is a positive or negative recruiting tool

SIMmersion is a good program. However, I do not think it adequatly replaces face to face roll playing, it can give a false sense of confidence if used without live, personal and intuitive feedback.

I classify it as a good "homework" tool, but not enough to be effective as a stand alone trainer.

I work in the OPO Dept. I would like to see more focus on this on that side of the house.

No clue what this is!

IS NOT INSTALL ON NMCI MACHINE FOR USE UNABLE TO USE IN

CURRENT ENVIRONMENT

HAVE NEVER SEEN NRST/SIMMERSSION

THIS PROGRAM HAS BROUGHT MY RECRUITERS SALES SKILL DOWN DUE TO THE FACT GIVES THEM ANSWERS AND THEY CAN JUST GUESS. IN A REAL RECRUITING SALES CALL THERE ARE NO GUESS YOU GOTTA UNDERSTAND WHAT THE PERSON IS LOOKING FOR AND HAVE A COMPLETE UNDERSTANDING OF WHAT THEY NEED

This is an excellent tool. Works best for recruiters just starting out when their confidence is low. We use it like a competition/game during Zone Training to see who does the best.

never hear of this program the Navy must be real proud of it

The simulation has never worked on our NMCI computers. The chain of command has been notified and nothing has changed. It sounds like a great tool, if we could use it.

MY STATION HAS NOT RECIVED THE NRST/SIMMERSSION EVALUATION. CURRENTLY WORKING IN ATTAINING NRST AND WILL START USING WITH RECRUITERS.

I really don't think that in todays NAVY the tool is very useful.

I have heard about the simmersion tool but have not used it

Recruiters need to get out from behind their desks and recruit! Staring at a computer screen all day has never put anyone in the Navy.

I have heard about this program but I never recieved it in the field.

I FEEL AS THOUGH I CANNOT TRUELY GAGE THIS TOOL; SINCE I HAVE NO KNOWLEDGE NOR HAVE I SEEN ANY FUNCTIONS.

What is it?

SIMMERSSION takes the real life applicant out of the situation. It has been my experience that recruiters get comfortable setting by themselves interacting with the computer. When it come to having a human in their face asking question and having real concerns they do not have the ability to read and then choose their next response.

The biggest problem with SIMmersion is the software/hardware difficulties relating to NMCI. SIMmersion may be an outstanding asset but when you combine it with the standard NMCI issues and runarounds, it becomes just another mandatory headache. Simmersion downloads are difficult to get. Therefore, there are recruiters in the field that do not have it loaded onto their computers. I recommend sending Simmersion downloads again to the CNRC field recruiters and RINCs.

Roll out of this tool in my opinion has been a complete failure.

I HAVE NOT EVEN HEARD ABOUT THIS PROGRAM

I have absolutely no idea what NRST is. Further training and guidance is required, obviously.

good tool

Not installed on our computers.

Simmersion has not made it's way out to our Station yet.

Just received information about the program. Sounds like it will sharpen our Recruiter's sales skills tremendously.

Simmersion is a program that means well, however, it is a waste of time. Role play is the best way to learn PSS. This program is not user friendly and has many bugs that

need fixed. I use it because I am ordered to use it only. My Recruiters and I get no good from this program. It is frustrating to have to do something that is a waste of time. This is just a big waste of time!

We just got SIMmersion loaded on our computers this week so we haven't really had a chance to explore it's effectiveness

None

NSRT/Simmersion needs to be implemented more it could be a great tool

Program runs on NMCI but not to the full effect I can get it to work on my personal computer with video and mic. NMCI computers in the field are hit and miss for performance. Most NMCI machines they video and/or mic does not work only the pick an option does and to get a ticket or something changed takes to much time away for thier already busy days. Most Recruiters are not going to do this program at home on thier personal computers for full effect.

The recruiters that could benifit from this program, newly reported or struggling are receiving sales trng via their RINC or Z/S. Face to face personal training is better than a computer program. That when I did it found to be very boring.

the command seemed unaware that the program even existed when i reported. its not on the computers and i can't install it without nmci assistance.

I believe the NRST is a great tool it is simple not being utilized enough in the field. Hopefully with it being a hit on the new RinC/ZS inspection checklist the field will begin to utilize the training tool.

NRST would be really helpful if it worked on NMCI computers.

Simmersion is a great tool and keeps Recruiters thinking.

I did not even know that this program existed on my computer.

The program does not work correctly, therefore, it is difficult to assess it's effectiveness. The program has great potential, but there are several bugs that need to be worked out. Also, NMCI compatibility is an issue, as well.

The software dosent work too well with NMCI

simmersion is a tool that has only recently been available for my station. it will be used more often with time.

we have observed and used simmersion in group and zone training.. however we have not been able to download onto our nmci computers. every time i try it comes back as failed to install. as a result we are yet to be able to use effectively in a nrs enviroment.

Yes this program for what I've seen could be great for the new recruiter coming out to the field. However after they use it a few times they know the answers and it no longer effective. This program gives the same out come 98% of the time.

I personally feel that it was a huge waste of man hours trying to get it loaded on NMCI computers. I can't account for man hours wasted nation wide, due to it not being able to be loaded on 98% of the computers. However, we had 8 people driving around 8 states for 4 days and the program maybe got loaded on 1 of 4 computers in each station if we got lucky. In the future, have a better plan and support system and have the NMCI people load the software instead of our people. They own these computers and block most programs that have been pushed out to the field and are required to be "MANDITORY or INSPECTABLE" and no of them work 100% if at all.

but with out the support and not able to get answers no matter what department we called.

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